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SEPTEMBER 2013 – SEPTEMBER 2014



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Contacts Tetra Tech ARD:

Mark Levenson, COP
Calle 72 # 10-51 Bogotá, Colombia
Tel:(57)743-3000
Email: mleverson@ard.org.co

Rhys Payne, Senior Technical Advisor
159 Bank Street, Suite 300
P.O. Box 1397
Burlington, VT 05402
Tel: (802) 658-3890 ext. 2402
Email: rhys.payne@tetrattech.com

COVER: An association of small-scale cocoa producers participate in an environmental training event, in Cartagena del Caguán, Caquetá

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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

TABLE OF CONTENTS

ACRONYMS.....	3
1 EXECUTIVE SUMMARY	4
2 ANNUAL ACHIEVEMENTS	5
2.1 PROGRAM METHODOLOGY.....	5
2.2 STATUS OF WORK PLAN FOR FISCAL YEAR 2014	6
2.3 INTEGRATED ACTIVITIES (FICHAS)	9
2.3.1 Comprehensive <i>fichas</i>	9
2.3.2 Fully Integrated <i>Fichas</i>	9
2.4 NATIONAL INITIATIVES	11
2.4.1 Gender Equity.....	11
2.4.2 Cocoa	11
2.4.3 Knowledge Management.....	12
2.4.4 National Development Plan (PND)	12
2.4.5 Municipal and Departmental Rankings	12
2.5 PROGRAM MONITORING AND EVALUATION	13
3 SUCCESSION STORY	17
4 QUARTERLY ACHIEVEMENTS	18
4.1 CAQUETÁ (CAGUÁN).....	18
4.2 CAUCA / VALLE DEL CAUCA	23
4.3 META (LA MACARENA)	31
4.4 SOUTHERN TOLIMA	39
5 SUCCESS STORY	45
6 OPERATIONAL CONTEXT	46
6.1 NATIONAL.....	46
6.2 CAQUETÁ.....	47
6.3 CAUCA/ VALLE DEL CAUCA	48
6.4 META.....	49
6.5 SOUTHERN TOLIMA	49
7 OVERALL PROJECT STATUS.....	51
7.1 PROGRAM MONITORING AND EVALUATION	51
7.2 CONTRACTS AND GRANTS	53
TABLE 6: FUNDS COMMITTED Q4 FY2014	53
7.3 TOTAL CELI SPENDING	55
7.4 CONTRACTUAL INSTRUMENTS	55
7.5 HUMAN RESOURCES	55
8 ANNEXES	56
8.1 ANNEX I – MONITOR REPORT ON INDICATORS AS OF JULY 2014.....	56
8.2 ANNEX II – CONTRACTUAL INSTRUMENTS SIGNED DURING Q4	56

ACRONYMS

CCI	Colombian International Corporation (<i>Corporacion Colombia Internacional</i>)
CELI-Central	Consolidation and Enhanced Livelihood Initiative – Central Region
CIDEA	Technical Committees for Environmental Education (<i>Comités Técnicos Interinstitucionales de Educación Ambiental</i>)
CMDR	Municipal Council for Rural Development (<i>Consejo Municipal de Desarrollo Rural</i>)
CMJT	Transitional Justice Committee (<i>Comité de Justicia Transicional</i>)
CO	Contracting Officer
COLDEPORTES	National Department of Sports, Recreation and Physical Activity (<i>Departamento Administrativo del Deporte la Recreación, la Actividad Física y el Aprovechamiento del Tiempo Libre</i>)
COP	Chief of Party
COR	Contracting Officer Representative
COMPOS	Municipal Council on Social Policy (<i>Consejo Municipal de Política Social</i>)
CORPOICA	Colombian Corporation for Agricultural Research (<i>Corporación Colombiana de Investigación Agropecuaria</i>)
CSDI	Colombia Strategic Development Initiative
CTJT	Territorial Committee on Transitional Justice (<i>Comité Territorial de Justicia Transicional</i>)
DCOP	Deputy Chief of Party
DPS	National Department of Social Prosperity
EOT	Territorial Organization Scheme (<i>Esquema de Ordenamiento Territorial</i>)
FARC	Revolutionary Armed Forces of Colombia
FEDECACAO	National Federation of Cocoa Producers
FY2014	Fiscal Year 2014
GIS	Geographic Information System
GOC	Government of Colombia
GRCT	Regional Consolidation Management Unit (<i>Gerencia Regional de Consolidación Territorial</i>)
ICA	Colombian Agriculture Institute (<i>Instituto Colombiano Agropecuario</i>)
ICBF	Colombian Institute for Family Wellbeing (<i>Instituto Colombiano de Bienestar Familiar</i>)
INCODER	Colombian Institute for Rural Development (<i>Instituto Colombiano de Desarrollo Rural</i>)
INDEPORTES	Department-level Institute for Sports (<i>Instituto Departamental de Deportes</i>)
INVIAS	National Institute for Road Infrastructure (<i>Instituto Nacional de Vías</i>)
IQC	Indefinite Quantity Contract
JAC	Elected community leaders (<i>Junta de Acción Comunal</i>)
MADR	Ministry for Agriculture and Rural Development
M&E	Monitoring and Evaluation
OCAD	Decision-making body for the National System of Regalias (<i>Órgano Colegiado de Administración y Decisión</i>)
PAAP	Productive Alliance Support Program (<i>Proyecto Apoyo Alianzas Productivas</i>)
PBOT	Basic Territorial Organization Plan (<i>Plan Básico de Ordenamiento Territorial</i>)
PDO	Protected Denomination of Origin
PICSC	Comprehensive Plans for Coexistence and Security (<i>Plan Integral de Convivencia y Seguridad Ciudadana</i> ; PICSC)
PMP	Performance Monitoring Plan
PNCRT	National Territorial Reconstruction and Consolidation Plan
POAI	Annual Operational Investment Plans (<i>Plan Operativo Anual de Inversión</i>)
POT	Territorial Organization Plan (<i>Plan de Ordenamiento Territorial</i>)
REC	Regional Evaluation Committee
UACT	National Consolidation Unit (<i>Unidad Administrativa de Consolidación Territorial</i>)
USAID	United States Agency for International Development
USD	United States Dollars

I EXECUTIVE SUMMARY

This fourth annual report describes the period between September 2013 and September 2014 (FY2014), during which CELI-Central entered the final phases of its five-year intervention. In accordance with its Work Plan FY2014 (WPFY2014), CELI-Central has advanced its integrated rural development model, responding to local institutions' and community members' concerns to formulate comprehensive interventions with social, economic, good governance and social infrastructure components. The objective has been to build institutional and community capacities to take ownership of the project management process, and to foster the social, political, and agro-economic conditions needed to sustain them with a tapering off of USAID assistance.

To this end, CELI-Central received approval for four fully integrated activity proposals (*fichas*), beginning the process of weaving together small- and medium-scale activities to ensure sustainability through enlarged, cross-cutting projects that enhance long-term institutional capacities in both public and private sectors. In the last quarters, the focus has increasingly been on empowering and mobilizing smallholder producer associations, and expanding private sector investment in rural communities to create economic opportunities for community stakeholders within the context of licit markets and the rule of law. A total of 69 organizations across the four regions have been identified and assessed. Their main productive lines include cocoa, coffee, rubber, fruits and cattle-ranching; a diverse variety which requires the tailoring of approaches, depending on their degree of operability. The four integrated activities have a total value of \$13.4 million, which is supporting strong organizational structures, the participative creation of business plans with a strategic vision for development, improved planning and marketing capacities, and training to foster a generational shift that offers girls, boys, men and women new opportunities for sustained and active participation in, and leadership of, the development of their rural communities.

The implementation of WPFY2014 included a mid-term review (conducted in April 2014), which showed progress of 46 percent of committed resources against the total projected budget, and helped to better align impacts and results in the field, with a more pronounced focus on rural development. Adjustments were made that shifted the program towards increasingly robust activities, involving the integrated components mentioned above, and encouraging higher levels of institutional participation. Under this approach, USAID committed \$27,334,318 to 41 new projects, with an accomplishment of 93 percent against WPFY2014 projections. The program continued advancing towards its targets, with 42,923 people benefitting from strategic rural and economic development programs with territorial approach, 114,153 properties in cadaster formation or cadaster update processes, and 604 formalization and 1,912 restitution cases being supported in target municipalities.

2 ANNUAL ACHIEVEMENTS

Through the course of FY2014, CELI-Central has refined its approach, setting the scene for contract closeout, and focusing on community-driven, private sector initiatives complementing prior institutional strengthening activities and emphasizing initiatives aimed at empowering and mobilizing more effective producer associations benefitting smallholder farmers and increasing private sector investment in rural communities. Thus, CELI-Central has been establishing the conditions for the Government of Colombia (GOC) and communities to utilize their improved capacities, assets, and access to national and private sector resources to continue advancing their rural development interests, with a gradual tapering-off of USAID assistance. In this sense, CELI-Central's activities are always structured with a view towards their continuity and sustainability. The following analysis examines program performance against WPFY2014, and describes key program achievements.

2.1 PROGRAM METHODOLOGY

Participatory Methodology – A cornerstone of Colombia Responde's approach is its participatory methodology, a process which has not only helped to redefine civil society-government relationships in areas with previously limited state presence, but has also ensured that activities have their origins in the needs articulated by public institutions and the communities themselves. CELI-Central and the National Consolidation Unit (UACT) have worked with municipal administrations to engage focal communities, accompanying them through the process of identifying their challenges and prioritizing their development requirements. The program then analyzes their inputs in order to gain an understanding of the different needs of girls, boys, men and women, and how USAID can strategically intervene to have the greatest sustainable regional impact. CELI-Central has held 425 *vereda* workshops to date, working with 20,378 participants to identify 7,151 needs.

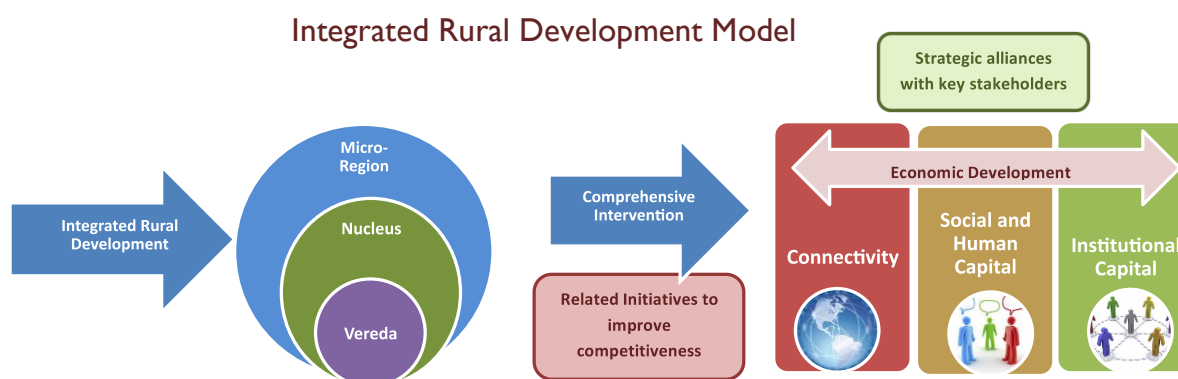
Public Private Partnerships (PPPs) – The CELI-Central model is ultimately aimed at altering citizen perceptions towards the state, such that legitimate democratic security is consolidated in the target regions. The CELI-Central program hinges upon the engagement of the private sector in improving opportunities and living conditions of communities. The underlying strategy to mobilize private sector initiatives and investment stimulates the engagement of qualified small- and medium-sized businesses to partner with local associations to take advantage of opportunities created through the ongoing implementation of USAID's program. These partnerships are based on a tailored approach that is rooted in CELI-Central's demand-driven methodology and remains inclusive in nature, offering qualified participants across a range of entrepreneurial activities equitable opportunities to become the drivers of economic expansion, mobilizing local and regional associations to contribute to PPP proposals, thereby preserving the program's intrinsic bottom-up approach. This fiscal year, USAID has backed the formation 6 public-private alliances, and committed \$2.4 million to supporting 160 national, regional, and local-level private institutions (associations, NGOs, guilds, etc.).

CELI-Central identifies PPPs in the following areas: transition from familial economies to commercial enterprises; leveraging financial resources and banking services; improved access to supply chains and markets through market driven approaches; and expansion of logistical, communication and IT services, among others. It is not the aim for CELI-Central to develop PPPs in all sectors, but rather focus its time and effort on developing PPPs that yield high dividends and can be rapidly implemented in areas of existing activities.

As CELI-Central continues to align with USAID's overarching country strategy, it takes advantage of the many added benefits of engaging in public-private partnerships, including, but not limited to: increasing investments; gaining economies of scale in programming, production, marketing, etc.; sharing and/or transferring technical knowledge and expertise; gaining access to new or previously blocked markets; reducing and/or sharing costs of products, services, materials, and distribution; increasing visibility; and strengthening the quality and effectiveness of services. Execution of CELI-Central's PPP strategy ensures that partnerships have a stronger intersection of interests in terms of the outcomes that each partner aims to achieve, and delivers significant value in terms of effectiveness, scale, efficiency, sustainability, and systemic change.

Integrated Rural Development – By analyzing regions’ socio-productive characteristics in terms of the opportunities and challenges that communities face regarding market integration, productivity, income generation, and human and social capital, the program defined core productive activities that can drive rural development in target areas. This development is sustained and enhanced by activities that strengthen civil society, improve governance, and provide viable transportation options for people and goods. This process, in turn, deepens the relationship between institutions and communities as they collaborate to achieve results and hold each other accountable. Figure 1 illustrates how CELI-Central’s integrated rural development approach determines geographic intervention areas for boosting economic competitiveness at the micro-region level (encompassing *veredas* and nuclei), serving as a framework for integrated interventions to strengthen communities’ social fabric and connectivity.

FIGURE 1: INTEGRATED RURAL DEVELOPMENT MODEL



Over FY2014, CELI-Central used its Regional Intervention Index (RII) to guide the expansion of intervention into previously “red” security zones of Cauca and Tolima; and into the strategic municipalities of El Paujil, El Doncello, and Puerto Rico in Caquetá; and Puerto Concordia in Meta.

2.2 STATUS OF WORK PLAN FOR FISCAL YEAR 2014

The CELI-Central program has a five-year timeframe, spanning from April 2011 to April 2016. The first 18 months of the program focused on short-term rapid response activities resulting from *talleres veredales*, designed to build trust with local communities by addressing immediate needs and laying the foundations for greater collaboration in rural development initiatives. The natural progression of CELI-Central’s methodology results in an ordered advancement of activity development and implementation along the following scheme, as shown in the illustrative CELI-Band Evolution Model (Figure 2) on page 8.

1. Short-term rapid response interventions resulting from *talleres veredales*;
2. Small to medium-scale thematic activities reacting to opportunities identified through already implemented short term rapid response projects;
3. *Planes de nucleo* activities as a result of aggregating small- to medium-scale activities to create critical mass and extended impacts;
4. Large-scale, regionally based integrated interventions which weave together *planes de nucleo* activities to ensure sustainability through enlarged, cross-cutting spheres to enhance long-term institutional capacities in both public and private sectors;
5. Establishment of licit economic opportunities that provide community stakeholders with the means to improve their livelihoods within a context of a rule of law that is made sustainable by a legitimate state presence in the conflict regions.

Through the course of FY2014, CELI-Central advanced and built on its integrated rural development model for community-driven socio-economic development, strengthening institutional and community capacities and

collaboration, and fostering the social, political, and agro-economic conditions needed for them to take ownership of, and sustain, the project management process.

USAID approved for its first four fully integrated activity proposals (*fichas*) this year, beginning the implementation of more large-scale, regionally-based interventions which weave together *planes de nucleo* activities to ensure sustainability through enlarged, cross-cutting initiatives to enhance long-term institutional capacities in both public and private sectors. As the program enters its penultimate stage, the focus has increasingly been on empowering and mobilizing smallholder producer associations, and increasing private sector investment in rural communities to create economic opportunities for community stakeholders within the context of licit markets and the rule of law.

To date, a total of 69 organizations across the four regions have been identified and assessed. Their main productive lines include cocoa, coffee, rubber, fruits and cattle-ranching; a diverse variety of which requires the tailoring of approaches, depending on their degree of development. CELI-Central's four *fichas* have a total USAID investment of \$13.4 million, a contribution which is supporting strong organizational structures, the participative creation of business plans with a strategic vision for development, improved planning and marketing capacities, and training to foster a generational shift. These *fichas* are discussed in detail below. USAID has invested \$27,334,318 in 41 new projects this year, which represents 93 percent of that projected in the WPFY2014.

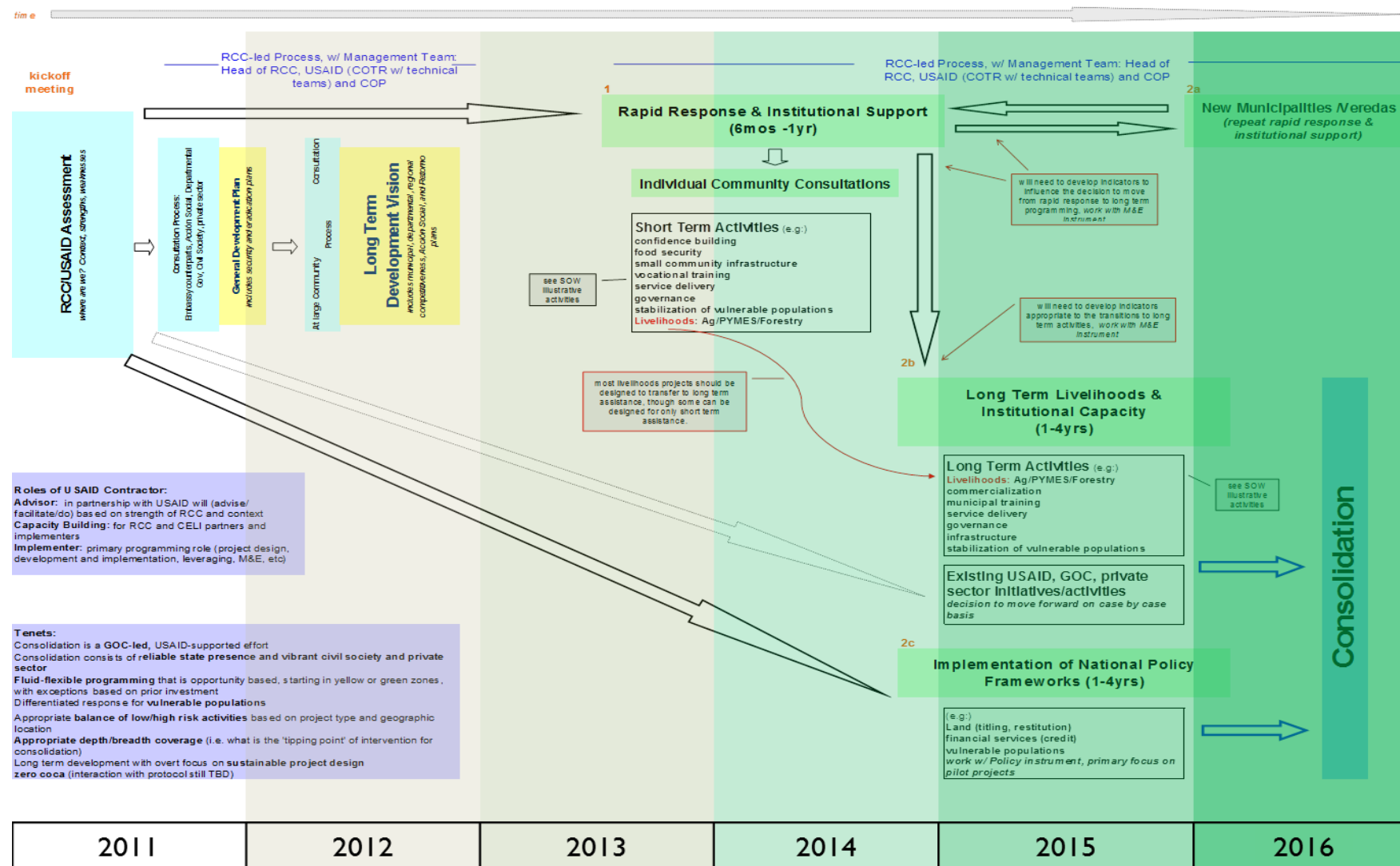
FIGURE 2: ILLUSTRATIVE CELI-BAND EVOLUTION MODEL

Illustrative CELI-Band Evolution Model

Differentiated Response Model:
Quick impact with long term vision

denotes action
denotes action if appropriate
(case by case basis)

How to read chart: The chart illustrates the possible evolution of the USAID program interventions, programmed through the Regional Coordination Center (RCC), within communities undergoing consolidation of state presence and illustrates the transition between rapid response and institutional support activities to long term livelihoods and institutional capacity activities as well as the transition to new veredas or municipalities. The model relies on the premise of minimum territorial security by the GOC and assumes that new veredas within target municipalities are categorized as yellow (transition) in the terms of security profile. The model also illustrates the need for the Contractor to potentially support some existing long term activities and to implement national policy frameworks, particularly pilot programs (in coordination with new USAID policy instrument) in target municipalities. The yellow and blue boxes denote the initial planning processes and the green boxes denote programmatic actions with the chart being read from left to right and top to bottom (following the orange numbers).



2.3 INTEGRATED ACTIVITIES (FICHAS)

2.3.1 Comprehensive *fichas*

Over FY2014, CELI-Central gained approval for several comprehensive *fichas* in Caquetá, which served as pilot projects for a more integrated development of the program throughout its focus regions. An example of these activities is “Forests for the Future,” which began in September 2013. This important initiative is structured through three components: first is the generation of income through the establishment of 200 hectares of Agroforestry Systems (SAF), and 200 hectares of Silvopastoral Intensive Systems (SSPI), benefiting 200 farmers. Second is the implementation of environmental education and the strengthening of the Interagency Technical Committees for Environmental Education (CIDEA). And third, the provision of 150 ecological stoves and support for the cultivation of high-energy generating timber crops, benefiting 150 farmers. The program also carried out cooking workshops which provided beneficiaries with recipes and techniques using local products on a budget, in order to promote efficient and nutritious cooking as well as food security through the use of locally grown products, encouraging home gardens and food exchange among neighbors. This activity articulates the municipal mayors of Cartagena del Chairá, La Montañita and San Vicente, the Reforestation and Rubber Growers Association (ASOHECA), the UACT, SENA, and Colombia Responde. Participants have actively taken up the initiative, discussing and implementing improvements to the productivity of their family units. USAID has provided \$833,187 to this activity, leveraging funds of \$2,098,931 from community, producer, and public sources.

Another comprehensive initiative is the support given to dairy producers in Caquetá through the improvement of the cold storage network in San Vicente del Caguán, Puerto Rico, El Doncello, La Montañita, El Paujil, and Cartagena del Chairá. The objective of this activity is to improve the lives of small-scale dairy and meat producers in the north of the department, and also to adopt a more environmentally friendly approach. Through this project, competitiveness and sustainable conditions are supported through the establishment of commercial alliances, which guarantee the purchase of 100 percent of their produce, and the expansion of the cold storage network within the communities. USAID is supporting this project with \$1,165,319, and is leveraging funds of \$4,597,291 from public and private sources.

An important pillar of Colombia Responde’s approach is social reconstruction through the promotion of sports and healthy recreational activities. A further comprehensive activity involves the establishment of seven sports schools in three municipalities in Caquetá, led by the Departmental Institute of Culture, Tourism and Sports (IDCTD), municipal administrations, and the UACT. This activity targets 362 students and 40 teachers, and has assisted in the creation of seven sports committees with surrounding communities. USAID has also supported the construction and/or improvement of sports venues connected to the schools and surrounding *veredas*. At the close of this fiscal year, construction continues apace, with completion and community handover forecast for the coming weeks. USAID allocated resources of \$700,000 toward this initiative.

2.3.2 Fully Integrated *Fichas*

Marking a notable step towards realization of the last phase of CELI-Central’s evolution, on April 23 Colombia Responde received approval for the first integrated activity proposal (*ficha*) since the inception of the comprehensive rural development model. This \$13.2 million “Territorial Economic Development with Environmental Focus in Caquetá” initiative, to which USAID has committed \$3.4 million, aims to improve the livelihoods of over 3,170 rural families and 619 producers in the northern micro-region of Caquetá, an area comprised of interconnected communities in the municipalities of San Vicente del Caguán, Cartagena del Chairá, La Montañita, El Doncello, Puerto Rico and El Paujil. This cross-cutting initiative includes: developing silvopastoral and agroforestry systems (rubber/banana/cocoa/plantain/timber); strengthening value chains and entrepreneurial initiatives; enhancing road and electricity connectivity; and is complemented by training in environmental and rural development issues. Over 50 representatives of stake-holder organizations including CORPOAMAZONIA, the Departmental Livestock Committee, University of the Amazonia and SENA, as well as mayors from all participating municipalities, attended the presentation of the *ficha*. The expectation is that this initiative, involving multiple stakeholders across the public and private sectors, will serve as a springboard for PPP activities in Caquetá.

Colombia Responde's team in Cauca/Valle del Cauca has opened the doors for robust private sector partnership opportunities by initiating the integrated activity entitled "Coexistence Scenarios for the Development of Capacities in Cauca/Valle del Cauca" on June 11. The activity aims to strengthen 13 producer associations cultivating pineapple, coffee, and *gulupe* (passion fruit) located within seven targeted municipalities. The initiative focuses on the development of human, social, and economic capital of producer organizations, thereby promoting best practices of production to fulfill requirements for specialized certifications (BPA, 4C, Rain Forest, Global Gap, Organic, etc.), and generating increased market access and income. The initiative offers associations the opportunity to strengthen their administrative and commercial capabilities, and fosters accountability and monitoring processes. The project also involves the improvement of road and electricity networks, enabling improved connectivity and transportation of people and goods. USAID is contributing funds of \$3 million and has leveraged private and public funds for \$6.3 million. An expected outcome of this intervention is the attraction of private sector investors taking advantage of increased business opportunities, consolidating a region long stricken by violence, poverty and ethnic conflict, and empowering producer associations, in cooperation with regional administrations, to be the main actors of their region's development.

The "Culture of Legality and Livelihoods Strengthening" activity grew out of consultations and rapid response initiatives carried out in La Macarena, Meta, over the first three years of the program. Added to the continuing presence of armed groups in the area, natural, human, economic, physical, and social capital weaknesses also threaten the sustainability of communities' livelihoods, and the tenuous trust built between them and the public and private sectors. This \$20 million integrated activity (to which USAID is contributing \$3.3 million) was designed to strengthen the capacities and livelihoods of 15 dairy, cocoa, coffee, and banana producer associations, improving safety and reducing the number of illicit crops grown across the municipalities of Mesetas, Puerto Rico, Vista Hermosa and Uribe. It incorporates socio-economic capacity-building, the promotion of a generational shift, access to markets through an improvement in quality and productivity, vocational training, road connectivity, and support for the adoption of environmental management plans. Already, through years of activity in the Meta municipalities, CELI-Central has laid the groundwork and generated strong commercial ties with the private sector, particularly in the areas of production, commercialization and exportation of fine cacao beans; production, commercialization and exportation of specialty coffees; production and commercialization of pasteurized dairy products; and development and promotion of tourism.

Tolima's integrated activity entitled "Improving Capacities of Small Producers Enabling Sustainable Livelihoods" was developed in dialogue with beneficiary associations identifying major challenges faced in increasing income, produce quality, and differentiated products with improved access to markets. Local governments and the private sector joined efforts to support this initiative, which is expected to have a significant impact on the local economy of southern Tolima. To this end, CELI-Central developed a multi-faceted activity that works with 30 producer associations to strengthen their organizational capacity index (ICO) through technical assistance and capacity building, particularly in the generation of improved business models to gain greater access to markets and attract private-sector investment. The activity includes the post-harvesting management of coffee and cacao crops; citizen participation and rural governability aimed at land tenure issues; tertiary road improvement and connectivity; marketing of agricultural products; improved access to financial services; and an emphasis on basic sanitation needs and potable water. The activity, creating a significant impact to boost the region's competitiveness and benefitting more than 900 families, will open the door to increased private-sector interest and investment in the region. These activities translate into an investment of \$3.6 million from USAID, with further funds of \$18.5 million being leveraged from both the public and private sectors.

2.4 NATIONAL INITIATIVES

2.4.1 Gender Equity

Empowering women to participate fully in social, economic, political and cultural life across all sectors is essential to building stronger economies, achieving internationally agreed goals for development and sustainability, and improving the quality of life for girls, boys, women, men, families and communities. Women in the CELI-Central focal area have generally played an active, yet highly informal role in civil society, especially regarding security, education and health issues. Women in rural areas are more likely to have been victims of violence or threatened with violence, and Afro-Colombian women are disproportionately affected by displacement. CELI-Central seeks to address this through capacity and awareness building and institutional strengthening in order to promote the representation of women in collective decision-making processes, the prevention of gender-based violence through education, and the protection of women's rights as landowners and victims of violence. Over FY2014, CELI-Central has incorporated projects specifically geared towards the empowerment of women, it is important to note that the program's central objective – improving stability and rural development by strengthening social ties and institutional presence in the focal consolidation area – also requires that women and other vulnerable groups be incorporated into all interventions, with special consideration given to their needs and interests across the board.

In Caquetá, CELI-Central supported the design and implementation of a department-wide Policy for Gender Equality through a series of participatory workshops for women leaders at the municipal level. This intervention served as a model for the implementation of departmental Gender Equality Policies as required by national policy (CONPES Social 161), which was also supported by Colombia Responde in Tolima and Cauca. These workshops served as a forum for consultation with women, raising awareness of forms of gender-based discrimination and violence, and offering training in practical tools such as communications and advocacy to ensure that institutions take into account women's needs and interests as required by national and international law.

Colombia Responde has continued to engage the women's networks in Caquetá, helping to generate spaces for exchange and organization among women community leaders at the local level, and building a network that can develop into organizations to further support women socially, economically, and politically. In the short term, this has included additional train-the-trainer exercises for women community leaders so that they can raise awareness about reproductive rights and gender-based violence, and strengthen women's networks in their communities. In the medium term, strengthening these networks into structured organizations will also enable women to formulate and submit their own proposals for income-generating projects. Building on its past experience, CELI-Central has set the stage for fostering partnerships with the private sector that promote inclusive and sustainable development. Business partnerships are an effective way of leveraging support for initiatives that contribute to gender equality and empowerment of women and girls. If appropriately targeted, business partnerships can be successful in addressing and scaling up women's economic opportunities, contributing to skills development, fostering entrepreneurship, and increasing access to networks as well as markets.

2.4.2 Cocoa

The program has been supporting a number of initiatives to support cocoa producers in focal areas through technical assistance. This includes laboratory analysis of the quality of cocoa samples; an assessment of the cocoa value chain, exploring fine or flavored cocoa production, and marketing and pricing for national and international markets; the promotion of partnerships between local producer associations and other stakeholders, taking into account alternative marketing channels; and designing alternatives to overcome the constraints that producer organizations may have while embarking on new projects. This assistance allows the standardization of post-harvesting processes, improving grain quality and traceability; includes the publication of a training manual that addresses the current status of cocoa in CELI-Central, market perspectives for export, as well as its restrictions and actions required by cocoa producers and associations; and increases the incomes of cocoa producers and their families.

Thus far, the study has identified some 15,000 hectares of cocoa in the departments of Meta, Caquetá and Tolima, belonging to both organized and non-associated producers. Results define a high impact of initiatives "outside the farm gate" on issues such as improvement and quality standardization of grain processing systems, and in the cocoa value

chain in Colombia and abroad. It is important to note that the program will support the set-up and implementation of revolving funds, which will enable producer associations to become active stakeholders in the cocoa market. USAID is contributing funds of \$250,000 to promote cocoa culture in consolidation areas.

2.4.3 Knowledge Management

The documentation and dissemination of the experiences of regional and national teams in programming and implementing activities are essential to building social capital and strengthening the relationship between civil society and government institutions in a sustainable, replicable manner. A knowledge management initiative has been set in place, assessing and systematizing good practices, lessons learned, and challenges faced in the implementation of 17 activities from all components, and increasing the visibility of the program's activities among key stakeholders, facilitating the exchange of experiences among participants.

The analysis provides critical insight to determine how CELI-Central has consolidated its participatory methodology, strengthened civil society, and promoted and assisted resource management, good governance, and land planning. A second phase of this activity is envisaged for 2015 in order to systematize the development and implementation of the integrated *fichas*.

2.4.4 National Development Plan (PND)

The PND has a cross-cutting element called "Good Governance, Citizen Participation, and Anti-corruption", through which the GOC has reinforced transparency, accountability, and effective public management and service at the national and regional level. CELI-Central has been working within this framework, strengthening State presence in focus territories, and expanding governability by bringing people into effective participation with the State. This has been done in the 20 consolidation municipalities through the activation of public information mechanisms, citizen participation in public spaces, participative planning, transparency, and accountability, and effective public management in the delivery of state goods and services. CELI-Central also applies this approach in their support for productive, social, and infrastructural activities, through Operative and Monitoring and Oversight Committees composed of community members.

USAID have been supporting the PND's National Consolidation and Territorial Reconstruction Policy (PNCRT), contributing to the training of 316 supervisors in consolidation zones in 2013, and has strengthened the political, organizational, and participative planning capacities of 11,580 community leaders, whilst also enhancing their access to state services.

CELI-Central has also been building the financial and administrative capacities of local governments, helping them to manage their resources efficiently, apply national norms, formulate and implement development and sector plans, and reporting to central entities. These activities have been important in the training of civil servants; the planning and implementation of public investment, including access to the national royalties system; the expansion of education, healthcare, and drinking water provision; providing information equipment and systems; the organization of public archives; and the legal strengthening and management of municipal fiscal and tax policies.

2.4.5 Municipal and Departmental Rankings

Colombia's National Planning Department (DNP) published last month its qualifications and rankings of municipalities and departments in "Desempeño Integral Municipal" for 2013. This yearly evaluation rates local governments in efficacy, efficiency, compliance with legal requirements, administrative capacity, and fiscal management. All of the above are critical skills that are widely recognized to be deficient in Colombia's far-flung territories and are certain to be increasingly important as the country decentralizes resources in any effort to transition from conflict, with or without a signed agreement.

The analysis gives each municipal government an indicator of integrated management on a scale of 1-100 and qualifies municipalities in the following groups according to score:

Sobresaliente (over 80)

Satisfactorio (70-80)

Medio (60-70)
Bajo (40-60)
Crítico (under 40)

The Consolidation municipalities, some of which fall within CELI-Central's focal area, as a cohort averaged 68.13 in 2013, as compared to 58.77 in 2009. This moves them up from "Low" performers to the upper end of the "Medium" range. Moreover, their improvement is outpacing gains made across the entire set of 1,101 ranked municipalities. DNP reports that "Comparing 2009 and 2013 (2nd year of the Santos Government), 71% of the municipalities (781) improved their scores, while 320 municipalities (29%) lowered their results."

For the 58 Consolidation municipalities, a full 93% improved their performance between 2009 and 2013, versus only 4 municipalities that backtracked (Tarazá, Anorí, Puerto Leguísimo, and San Miguel). All the municipalities in which activities have been run by CELI-Central improved their performance.

2.5 PROGRAM MONITORING AND EVALUATION

As of 1 October 2014, CELI-Central will have 150 activities under execution, representing over 440 contractual instruments valued at nearly \$42 million. Compliant and rigorous follow-up is required to ensure all activities adhere to contract or grant agreement obligations and that each activity adheres to agreed-upon timelines regarding oversight committees and disbursement plans. The shift of focus from *ficha* development to activity execution allows regional staff the necessary time for essential site visits and documentation of monitoring and evaluation requirements. The implementation of WPFY2014 included a mid-term review (conducted in April 2014), which showed progress of 46 percent of committed resources against the total projected budget, and helped to better align impacts and results in the field with a more pronounced focus on rural development, which followed the anticipated evolution of the program. This was also tied to increasingly robust project activities that involved several integrated components and higher levels of institutional participation. Under this approach, a reduction of proposed activities of more than 40% is evident compared to the initial proposal of WPFY014 (from 93 to 51).

The CELI-Central program incorporates a comprehensive activity tracking system to facilitate program evaluation and planning. This includes: A Performance Monitoring Plan (PMP), based on the program contract, input from USAID, and lessons learned in the field after three years of operations, the current version of which was approved in August 2013, after being updated to incorporate six new indicators for a total of 27 contractual indicators, of which eight are under the purview of USAID's M&E Program; CELI-Central's internal data management system MISSION and USAID's MONITOR system; Review and Evaluation Committees (RECs); Quarterly Strategic Reviews; Regional Technical Committees; and the USAID-led impact evaluation. Combined, these elements will continue to enable the expansion of best practices, application of lessons learned, and monitoring and evaluation by Colombia Responde, the UACT and USAID.

As detailed in Table 1, CELI-Central continued advancing towards its objectives over FY2014, with 42,923 people benefitting from strategic rural and economic development programs with a territorial approach. This achievement reflects a concerted effort to identify and nurture opportunities for economic growth in rural areas, bringing small producers together to take advantage of credits and incentives programs including the Ministry of Agriculture and Rural Development's (MADR) Productive Alliances program. In addition to supporting the formation of new public-private alliances, the program is strengthening alliances that were already in place, enabling producers' associations to better adapt to and meet market demands with innovations and new technologies. This year also reports that 114,153 properties are in cadaster formation or cadaster update processes, and that 604 formalized properties and 1,912 restitution cases were supported in target municipalities.

Indicators DO1-029, "value of incremental sales of key supported products in CSDI zones", and DO1-035, "number of people with a financial product from a local financial institution" showed less progress than other sectors due to the relatively recent implementation of activities in these areas.

TABLE I: PRINCIPAL INDICATORS AND GOALS – FY2014 AND LOP

USAID Development Objective	Ind. #	Performance Indicator Name & Definition	TARGET LOP	QR1 FY14	QR2 FY14	QR3 FY14	QR4 FY14	TARGET 2014	ACUMULATIVE FY 2014	% FY 2014
DO-1: Civilian government presence in CSDI zones consolidated	DO1-006	Public funds leveraged in CSDI zones attributable to USG Interventions (USD million)	\$ 144,000,000	\$ 26,092,589.06	\$ 22,761,751.31	\$ 9,216,295.10	\$ 7,336,662.21	\$ 28,800,000.00	\$ 65,407,297.68	227%
	DO1-008	Number of rapid impact projects implemented by USG implementers	150	2	3	1	3	25	9	36%
	DO1-010	Number of strategic national social programs implemented in CSDI zones.	15		4	3	2	4	9	225%
	DO1-011	Number of people benefitted by national social programs implemented in CSDI municipalities.	40,000	120	5,001	1,407	3,326	16,000	9,854	62%
	DO1-012	Number of beneficiaries receiving improved infrastructure services. (F 4.4-B)	90,000	5,455	8,103	15,643	7,515	15,000	36,716	245%
	DO1-025	Number of CSO members supported by USG assistance	7,400	555	1,574	95	534	1,480	2,758	186%
	DO1-026	Change in Index of Organizational Capacity (ICO) of CSOs supported by USG assistance	30		0		56.74	50	56.74	113%
	DO1-029	Value of incremental sales of key supported products in CSDI zones	1,429,587	0	0	0	0	355,427	0	0%
	DO1-030	Number of strategic rural and economic development programs with territorial approach implemented in CSDI municipalities	8	2	1	2	1	1	6	600%
	DO1-031	Number of people benefitted by strategic rural and economic development programs with territorial approach, implemented in CSDI municipalities.	100,000	70	12,834	14,099	15,920	20,000	42,923	215%
	DO1-032	Private sector funds leveraged in CSDI zones attributable to USG Interventions (USD million)	\$ 50,000,000	\$ 2,684,173	\$ 4,930,339.80	\$ 1,093,275	\$ 1,390,114.68	\$ 5,000,000	\$ 10,097,902	202%
	DO1-033	Number of private-public alliances formed	15		3	1	2	5	6	120%
	DO1-034	Number of rural households benefiting directly from USG interventions (F 4.5.2-13)	25,000	87	4,793	262	1,592	5,000	6,734	135%
	DO1-035	Number of people with a financial product from a local financial institution.	23,806		285		0	5,949	285	5%
	DO1-036	Total value of CSDI projects approved (USD million)	\$ 211,500,000	\$ 53,973,133.31	\$ 9,282,207.00	\$ 28,297,153.41	\$ 30,568,215.86	\$ 49,000,000.00	\$ 122,120,709.58	249%
	DO1-037	Total value of CSDI projects completed (USD million)	\$ 188,000,000	\$ 32,132,591.48	\$ 30,317,140.05	\$ 14,713,019.77	\$ 14,790,057.55	\$ 44,000,000.00	\$ 91,952,808.86	209%
	DO1-039	Number of properties in cadaster formation or cadaster update processes supported in CSDI municipalities.	23,800		114,153		0	18,700	114,153	610%
	DO1-040	Number of formalized properties supported in CSDI municipalities	1,500	201		346	57	600	604	101%
	DO1-041	Number of restitution cases supported in CSDI municipalities	900	71	131	1596	114	500	1912	382%
NCI: Non Contractual Indicator	NCI-009	Number of additional hectares under improved technologies or management practices as a result of USG assistance	2,000	1,687	594		325	400	2,606	652%
	NCI-010	Number of kilometers of new or improved tertiary roads assistance	600	33	105	136	49.4	0	324	
	NCI-011	Number of social infrastructure activities completed	300	2	10	9	4	100	25	25%

Programming – This year, the Programming and Evaluation unit focused on several initiatives designed to reinforce the tracking of activities. M&E staff continued coordinating environmental training, observed infrastructure projects currently underway, and verified activities’ compliance with their respective Environmental Management Plans. The M&E coordinator carried out visits to all regional offices to make an assessment on indicators monitoring processes and to train staff on the requirements and changes brought about by the new PMP.

Staff also supported and supervised operating and oversight committees’ application of financial and technical oversight mechanisms, ensuring proper community participation, ownership and supervision of activities. These committees make up an important aspect of CELI-Central’s exit strategy, as they are also essential to ensuring that community members have the capacity to independently oversee future activities. Table 2 lists the oversight activities that took place during FY2014.

TABLE 2: MONITORING ACTIVITIES – FY2014

Component	Site Visits	Operating Committees	Oversight Committees
Social Development	114	33	9
Economic Development	323	134	104
Good Governance	41	30	1
Infrastructure/ Connectivity	103	102	65
Land	31	29	2
Totals	612	328	181

Review and Evaluation Committees (RECs) – This year, 18 *fichas* (activity proposals) were approved in pre-RECs, three in RECs and 29 in virtual RECs. The presentation of *fichas* was enriched by ample participation by local and municipal government representatives, as well as by producers' associations and departmental and national institutions involved in the proposed activities. The names and amounts of activities that USAID officially approved via Mission following the RECs are listed in Section 6.2: CONTRACTS AND GRANTS.

Environmental Monitoring – This fiscal year, multiple environmental requests were submitted to USAID through the Monitor information system for approval. Significant results for the environmental area can be summarized as follows:

- 95 environmental approvals were requested, of which 57 were categorical exclusions and 38 were environmental reviews.
- During FY2014, USAID approved 110 environmental requests, of which 69 were categorical exclusions and 41 environmental reviews. Some of these approvals came from 2013.

Environmental IQC - The environmental IQC began operation on April 1st, 2013, with two main lines of action: first, in the case of Environmental Reviews, it serves to carry out the environmental training that derives from the environmental approvals; second, it serves to perform field visits to review the implementation of the environmental management plan. Results since the start of these efforts can be summarized as follows:

- 92 field visits performed.
- 88 training sessions carried out.
- 4,880 people trained in environmental good practice.
- Sum invested in these actions: USD \$500,000.

The training sessions follow a three-point methodology: information-sharing, contextualization, and conceptualization. In implementing this plan, positive and negative biophysical (water, air, soil, biodiversity resources) and socioeconomic impacts of our work or activity are analyzed in detail. Training days are also complemented by demonstrative practices, which apply ecological criteria to overcome the impacts of the activities.

Other Actions – Taking into account that, as the program matures, more environmental approvals and a follow-up plan will be required, efforts in the next quarters will be concentrated on activity implementation and follow-up. To this end, the environmental IQC will be used to continue training beneficiaries and carrying out field visits. This way, all activities that go into implementation with an approved Environmental Review will be visited to ensure that projects include and apply all the necessary provisions to protect the environment and the surrounding community.

As the budget for the environmental IQC has almost all been used ahead of time, due to a faster than expected execution of activities, the process of requesting a contract extension has begun. This extension would increase the contract by 8 months, and the budget by over \$700,000 USD. At this point, all the paperwork has been prepared and submitted, and a reply is expected in October.

Activities Approved – During FY2014, the Contracts and Grants office focused on the implementation, modification and closure of existing activities and the implementation of new activities. As detailed in the Table 3 below, a total of 67 activities were officially approved during the past year, and commitments towards these activities during the reporting period reached a total of \$103,802,606 USD, with \$23,663,879 being supplied by USAID. Some of these activities were included in FY2013, which is why the USAID investment is different to that quoted above for the implementation of WP2014 (\$27,334,318 to 41 new projects).

TABLE 3: TOTAL COMMITMENTS BY COMPONENT – FY2014

Component	# of activities	Activity Amount USD	Public Amount USD	Private Amount USD	Total Amount USD
CROSS-CUTTING CONTRACTS	5	618,102	-	-	618,102
ECONOMIC DEVELOPMENT	32	8,362,763	14,562,666	14,034,161	36,959,590
GOOD GOVERNANCE	5	1,219,638	1,724,008	-	2,943,646
LAND	5	4,932,478	9,450,363	331,333	14,714,175
SOCIAL DEVELOPMENT	8	4,570,752	7,276,379	977,456	12,824,587
SOCIAL INFRASTRUCTURE & CONNECTIVITY	12	3,960,145	31,414,011	368,349	35,742,505
Total general	67	23,663,879	64,427,428	15,711,299	103,802,606

3 SUCCESS STORY

ORGANIZING AND MODERNIZING INCODER'S ARCHIVAL MANAGEMENT

The Colombian Institute for Rural Development, INCODER, was created in 2003 to coordinate and implement integrated rural development policies outlined by the national government. They are tasked with enabling rural communities to access public goods and productive resources, including land, helping to improve their quality of life, increase their capacity for self-management, and support the socio-economic development of Colombia. INCODER aims to do this in a participatory, competitive, equitable, and sustainable way.



Organization and cleaning of INCODER's archives

The deterioration of INCODER's historical archive has left more than 80 percent of their documents at risk of irreversible loss; many will have to be reconstructed, and all need to be specially treated to guarantee their conservation. A severe lack of funds and the geographical dispersal of these documents have meant that INCODER has been unable to undertake this task in a systematic and progressive way, and has failed to compile a national archive and modern information system which articulates with other entities in real time.

To fulfill its responsibilities, INCODER requires a robust, integrated, secure, and sustainable system which articulates its institutional, mission, technical, and financial requirements. USAID has undertaken to help organize and modernize the archival management and

information services of INCODER, including the organization of 4,023 linear meters of archives, and digitalization of 241,107 ground plans and 6,461 rolls of microfilm. This will not only help INCODER complete their own assignments, but also to respond to the demands of other state institutions, such as the Restitution Unit and the Program for the Formalization of Land, within the timeframe set out by law.

This involves a program investment of \$4.1 million USD over a 12 month period. Through this investment, CELI-Central has provided resources for the subcontracting of services to develop five stages of organization and modernization of INCODER's archive at the national level, and in eight regional entities (Antioquia, Bogotá, Caquetá, Cauca, Córdoba, Meta, Nariño, Norte de Santander, and Tolima). The five stages are as follows: (1) assessment, (2) organization of the archival inventory, (3) digitalization, (4) microfilming, and (5) systematization and incorporation with SIDER. INCODER will carry out three further stages, (6) georeferencing, (7) inter-operationality, and (8) storage and conservation, with an investment of \$9.1 million USD.

CELI-Central contracted the specialists in ITC and document management, *Almarchivos*, and ran contextualization and informative workshops with a view to introducing efficiency, quality, functionality, inter-operationality, and sustainability throughout INCODER's management system. The project has kept in line with its work plan, with an inventory and assessment of INCODER's archives, the provision of 80 TB of digital storage, the organization of 780 meters of archives, and digitalization of 17,000 ground plans having been completed to date. A large part of the success of this project is due to the high performance level of *Almarchivos*, and also the consistent and continuous support of INCODER's technical team, who have been supervising the activity and working closely with CELI-Central to successfully complete this activity which will be critical during a post-conflict scenario.

4 QUARTERLY ACHIEVEMENTS

4.1 CAQUETÁ (CAGUÁN)

Cross-Cutting

▪ Launching the “Territorial Economic Development with Environmental Focus” initiative

In its National Development Plan, the GOC calls for the invigoration of key productive sectors, which will lead growth and generate employment, strengthening natural, economic, physical, social, and human capital. Following *vereda* workshops in the focal areas of northern Caquetá, the first of Colombia Responde and the UACT’s integrated activity proposals was designed, marking a new stage in CELI-Central’s rural development model. This activity works to improve the livelihoods of more than 3,000 caqueteños and 619 producers in the municipalities of San Vicente del Caguán, La Montañita, Cartagena del Chairá, El Paujil, Puerto Rico, and El Doncello. It integrates various approaches, including the establishment of silvopastoral and agroforestry systems (rubber, cocoa, plantain, wood fuel and timber); offering technical assistance in agriculture and livestock; strengthening vocational training, entrepreneurial initiatives and microenterprises; supporting CMDRs and CIDEAs; developing the capabilities of boys, girls, and youths; and improving road and electricity connectivity, and cold storage networks.



Launch of the “Territorial Economic Development with Environmental Focus” project in Florencia

Implementation began with community information sessions and the selection of potential beneficiaries in July, prior to the official launch of the project in the city of Florencia on September 4. The launch was attended by the departmental government, local authorities, participating institutions, and representatives from the producers’ associations supported by the project. During the event, there was a caqueteño cheese tasting, accompanied by Amazonian fruits, prepared by the departmental livestock committee; Colombia Responde’s photographic exhibition; and the presentation of the Araguana and Pirarucú fish farming project, which has great productive potential in Caquetá.

CELI-Central is providing \$3,483,217 of funding, leveraging a further \$9,801,756 from private and public sources.

▪ Supporting the “Forests for the Future” initiative

The GOC not only envisions the invigoration of the country’s economy, but also its sustained and environmentally and socially sustainable growth. Under the Bio-Regional perspective, the need for participatory and inter-institutional projects, which will support research and training, systemization, community self-management, and environmental education, within the context of a heterogeneous territory, is evident. Colombia Responde and the UACT have been supporting the “Forests for the Future” project in Cartagena del Chairá, La Montañita, and San Vicente del Caguán since September 2013. This project aims to improve the economic incomes of farming families through the establishment of 200 ha of intensive silvopastoral systems, to the benefit of 200 producers.

At the end of August, approximately 180 ha had been given over to fodder, seeds, and timber-yielding trees. Participants have actively taken up this initiative, discussing and implementing improvements to the productivity of their family units. From September 3 to 5, the VII National Conference on Environmental Education was held in the municipality of Paipa, Cundinamarca, with the attendance of 25 regional environmental corporations, including Colombia Responde and the UACT (representing the “Forests for the Future” initiative). San Vicente del Caguán’s



Group of Didactic Creations (CIRCREIDI) also participated at this national-level event, demonstrating the positive impacts their training, awareness-raising, support, and implementation projects in favor of the environment have had. As a result of this event, a network was formed with the object of formulating environmental education initiatives in a possible post-conflict context, based on the social, cultural, political, and natural context of the territory.

Also in September, 127 small-scale producers from la Montañita attended culinary training, learning new techniques and following recipes designed exclusively to use local products. The running of these workshops included the active participation of boys, girls, youths, and

adults from the region, fostering community integration, as well as an awareness of, and motivation to pursue, a healthier diet based on the consumption of local fruits and vegetables.

CELI-Central has provided \$833,187, and has leveraged funds of \$2,098,931 from community, producer, and public sources.

Social Development

▪ Empowering women and youth in gender rights and equity

In response to concerns expressed during *vereda* workshops, Colombia Responde, the UACT, and the Governorate of Caquetá have been working to incorporate and implement Colombia’s national gender equity policies in the region, leading economic and social initiatives to protect and uphold the rights of women and young people, and demonstrating a shift in thinking towards a progressive, inclusive concept of citizenship and peace that addresses Colombia’s historic gender inequities and, especially, the vulnerability of women in rural areas.

In July and August, a series of participatory assessment and capacity-building workshops for women’s organizations – oriented around leadership, life projects (*proyectos de vida*), and gender legislation – were held in the three focal municipalities as a step towards building the municipal policy for gender equity and ensuring its implementation. The objective is to encourage women of all ages to lead and actively participate in the process, presenting initiatives that will advance recognition, security and respect for women’s rights, and that will encourage increasing women’s involvement in political, social and economic spheres.

In September, Pablo Gustavo Lozano Hernández, representative of the Young Colombia Program, came to Caquetá to raise awareness of, the “Young Citizenship in the Territories” Statute (Law 1622 of 2013). The intention was to empower youths and institutional representatives to drive and direct discussions on public policy concerning young people, making them the protagonists of a more integrated national development process. He highlighted the opportunities offered young Colombians, and also the challenges governing bodies face in increasing and strengthening their formal participation, as well as guaranteeing their rights. Youth leaders from Cartagena del Chairá and La Montañita aired their concerns about the structure and election of Municipal Youth Council representatives, and also drew attention to the organizational platforms that their mayoralties have strengthened with the support of Colombia Responde and the



Gender rights and equity workshop in Cartagena del Chairá

UACT. Also in September, a self-help day was held in the municipality of La Montañita, which 95 women between the ages of 18 and 90 attended. Participants received, among other things, Pap tests, and consultations on family planning, general medicine, dentistry, and psychological valuation. As well as providing practical healthcare services, the event also helped build women's self-esteem, autonomy, and confidence.

CELI-Central has provided this initiative with funding of \$313,367, leveraging a further \$892,817 from public and private sources.

- **Strengthening healthy school strategies in Cartagena del Chairá**



Classroom and cafeteria construction, Pílonas

Colombia Responde and the UACT are supporting the implementation of the “Healthy Schools Strategy” in Cartagena del Chairá, an initiative which responds to community concerns over the lack of educational and healthcare services available in the department. It also engages with the issues of forced recruitment, healthcare strategies, quality education and training, and the formation of protective environments for children and youths. In this, it offers technical support for the running of health, first aid, nutrition, and mental health training and service days, and for improvements to school infrastructure. Colombia Responde and the UACT have continued work on school cafeterias, bathroom facilities, and classrooms in the *veredas* La Tigrera, Yaicogé Bajo, Playa Verde, Pemanso, and Pílonas, where the works are 50 percent completed.

CELI-Central is providing funding of \$396,308 for these works, with a further \$525,454 being provided by the Municipal Mayoralty, the Government of Caquetá, and the Consolidation Unit. The total strategy is being supported with a contribution from CELI-Central for \$555,542, and \$946,077 from community and public sources.

- **Sports schools as a tool for peace and social integration in Caquetá**

Caquetá has been leading the formulation of integrated activities that combine diverse components to impact communities more powerfully. Colombia Responde and the UACT are supporting social reconstruction through the promotion of sports and healthy recreational activities by helping to establish seven sports schools in the three focal municipalities. The activity targets 362 students and 40 teachers, and has helped create seven sports committees to help in the running of each sports school's five disciplines (soccer, five-a-side football, basketball, volleyball and chess).



Inauguration ceremony for the *Supérate con el Deporte* games, San Vicente del Caguán

The project also involves the construction and/or improvement of sports grounds connected to the schools and surrounding *veredas*. This quarter, the construction of sports facilities in the *veredas* Campo Hermoso and Tres Esquinas in San Vicente del Caguán, and Santafé del Caguán and Villa Luz in Cartagena del Chairá continued. As a result of these efforts, there was massive student participation in the departmental school games *Supérate con el Deporte*, through which students strengthened their sports and social skills in an inclusive and equitable environment, and the beneficiary sports schools showcased their achievements.

CELI-Central allocated resources of \$700,000 toward this initiative, the UACT has contributed \$143,300, and departmental and municipal administrations provided \$748,000.

Economic Development

Improving the competitiveness and cold storage network for dairy producers

Following *vereda* workshops, the “Territorial Economic Development with Environmental Focus” project was approved in Caquetá, with the objective of improving the lives of small-scale dairy and meat producers in the north of the department, and also adopting more environmentally friendly models. Through this project, competitiveness and sustainable conditions are supported through the establishment of commercial alliances, which guarantee the purchase of 100 percent of produce. Colombia Responde and the UACT have also supported the expansion of the cold storage network within the communities of San Vicente del Caguán, Puerto Rico, El Doncello, La Montañita, El Paujil, and Cartagena del Chaira. During this quarter, pre-investment studies for this project were carried out and discussed at the first Technical Operational Committee meeting.

CELI-Central is supporting this project with \$1,165,319, and is leveraging funds of \$4,597,291 from public and private sources.

Productive Alliances in La Union Peneya, La Montañita



Monitoring visit to Mr. Jairo Yara's crops as part of a productive alliance

In February 2013, Colombia Responde and the UACT began implementing a productive alliance with cacao agroforestry systems in La Union Peneya, in the municipality of La Montañita. This alliance seeks to improve the income and quality of life of 35 families of small-scale agricultural producers over an area of 70 ha.

In July, Colombia Responde carried out a monitoring visit to the property of Jairo Yara, one of the beneficiaries. Mr. Yara has diversified to include alternative agricultural crops such as banana, which is a transitional crop in the agroforestry system, and which had already generated revenues for him, ensuring sustainability until the cacao crop starts fully producing from the 25th month.

CELI-Central financed the implementation of this project through a contribution of \$ 146,678, and leveraged \$ 277,813 from public and private entities such as the MADR, the Government of Caquetá, the Mayoralty of La Montañita, the departmental cacao and timber growers' association (ACAMAFRUT), and local cacao producers' association (COMUCAM).

Good Governance

Institutional strengthening and investment in water and sanitation systems

Colombia Responde and the UACT have joined forces with the Ministry of the Environment and local administrations in an initiative to strengthen the technical, administrative, and management capacities of consolidation municipalities, helping them to access national investment funds earmarked for water systems and basic sanitation. The project also aims to strengthen the operational capacities of the public service companies (EMSERPUCAR, SERVIMONTAÑITA and Aguas del Caguán) responsible for providing, managing and maintaining water, sewerage and garbage collection systems, as well as improving these services in rural areas, expanding their coverage, quality, and reliability. To this end, Colombia Responde has supported the preliminary studies and designs needed to present project proposals at the national level, as well as a campaign to promote the efficient



Dumping of waste water to the height of the bridge that connects Florencia with La Montañita

use of water, and the creation of five local development groups to encourage citizen participation and oversight of basic sanitation and sewerage systems in rural areas.

This quarter saw the formation and first meeting of the program's Operational Committee, during which the administrative, commercial, accounting, and financial assessments of each public service company were discussed. Since then, an analysis of the costs and fees of services has also begun, with a view to evaluating the ability of users to pay for the public services they receive in their homes, and then to restructure and strengthen the capacity of the companies to provide these services. In September, a capacity-building day was held with the municipal mayoralties and public service companies, dealing with themes such as the aqueduct regime, drainage and cleanliness, constitutional framework and legal obligations, and commercial and technical issues. The compilation of an organizational plan was also begun.

CELI-Central is providing \$577,026 and has leveraged \$824,825 from FONADE, the Ministry of Environment, and other public sources.

- **Strengthening archive and document management**



Presentation by the Director of the National General Archive, Florencia

This activity originated with a request from municipalities for technical assistance in the organization and conservation of the archives in Cartagena del Chairá, San Vicente del Caguán, and La Montañita, where document storage does not meet the requirements laid out in General Law of Archives of 2000. In September, 220 individuals from different territorial entities, public institutions, public service companies, and private companies attended an archives information event in the city of Florencia, during which they were trained in archival norms and document management programs.

Following the sharing of Colombia Responde and the UACT's experiences in the field, other municipalities expressed their interest in replicating their work. The

National General Archive promised resources for studies and designs for the construction of a specialized archives building in Caquetá.

CELI-Central is providing this project with \$114,716, with remaining funds of \$131,075 coming from municipal and other public sources.

- **Supporting the “Integrated Plans for Coexistence and Citizen Security”**

This project was conceived as a way of strengthening the portfolio of community services, and as a way of reducing drug use and recruitment of young people into illegal groups in consolidation areas. To this end, Colombia Responde and the UACT have supported preventative and citizenship educational events in the municipality of San Vicente del Caguán this quarter. They also ran educational campaigns encouraging the inhabitants of the municipality to obey transit and transport rules.

CELI-Central is providing this project with \$110,383, and leveraging further funds of \$160,278 from national and municipal public entities.

Infrastructure and Connectivity

- **Improving road and electrical connectivity in San Vicente del Caguán**

Following heavy rains between April and August, the rural communities of the municipality of San Vicente del Caguán have been suffering from both an overall lack of roads and bridges, and also the bad quality of existing infrastructure, which has negatively affected the commercialization of their agricultural and livestock products, the

delivery of medical and technical assistance, educational services, the cost of living, and the mobility of the area's population. A large proportion of the rural population of San Vicente del Caguán also lacks electric connectivity, with severe implications for the conservation of perishable foods, and access to telecommunications and information services.

Colombia Responde and the UACT are helping to carry out technical studies and designs for the paving of 29 km of the road between San Vicente del Caguán and the population center of Campo Hermoso. This task is now 55 percent completed. They are also assisting in the construction of 25 km of electric cables, which will connect 88 new rural users to the system, with an estimated 235 direct beneficiaries. This work is due to begin in October.

CELI-Central is providing \$1,451,183, with the community and municipal governments providing the remaining \$3,101,667.

▪ Upgrading the road to Unión Peneya, La Montañita

The community of Unión Peneya was forced to abandon their lands due to the armed conflict and heavy guerrilla presence in the area in 2004. It is only since 2007 that security conditions have improved enough for inhabitants to begin returning home. This process has been supported by the GOC through the Consolidation Unit, and includes a commitment to upgrading and paving the only access road and expanding the electricity network. Improvements to this road will support productive and sustainable agricultural projects, help reconstruct the social fabric, improve perceptions of security and infrastructure, and lend credibility to the return process.



Construction of the reinforced concrete box culvert on the access road to La Carpa

Colombia Responde and the UACT have been carrying out studies and designs for the tarmacking of the section between km 10 and km 37 of the road, a task which has cost \$201,800 and is now 85 percent complete. Other works include a box culvert and five drains and six kilometers of renovated tertiary road leading to *vereda* La Carpa; a box culvert and eight drains and five kilometers of upgraded road to *vereda* El Guamo; and 23 drains and six kilometers of upgraded road to *vereda* Palma Azul Coconuco.

Total funding for this project is \$6,622,231, of which CELI-Central is providing \$ 1,587,514.

4.2 CAUCA / VALLE DEL CAUCA

Social Development

▪ Supporting child and youth development



Youth band at the activity's closing ceremony, Caloto

Colombia Responde and the UACT continue to back the implementation of Colombia's national policies on childhood, adolescence and youth development (Laws 1098 of 2006, and 1622 of 2013) in Cauca. The program supports municipal administrations in organizing consultation sessions with citizens, including children and youths, in order to identify their needs, perceptions of their environment, and opportunities to build a better future. The activity takes into account ethnic differences, for example in the town of Toribío it was developed under the umbrella of indigenous culture and the Nasa Project. These sessions are intended to check and validate the assessments carried out in the previous months, and ensure commitment from all citizens and municipal administrations.

In August, information sessions were held in Caloto, Miranda, Corinto, and

Toribío, to share the results of the community consultations held in June and July with the municipal sub-office representatives who are responsible for the development of early childhood and childhood programs. Particular emphasis was given to findings that may indicate the infringement of children's rights, such as domestic abuse, child labor, and lack of food. In September, the nutritional evaluation of children was completed, and cases where they were malnourished or overweight were reported to the ICBF. Mothers were also offered support in 125 community homes, in order to improve the taking of anthropometric measurements, food management, and healthy habits in early childhood.

CELI-Central is contributing \$513,208 in materials, technical and logistical assistance, and is leveraging \$1.3 million in counterpart funds from the GOC.

Fostering abilities for life, peace and reconciliation

The “Fostering Abilities for Life, Peace and Reconciliation” project involves the design and implementation of an educational model which promotes human rights, sexual education, democracy, culture, coexistence and school governance in rural schools. Following the directives of the General Education Law, Colombia Responde and the UACT teamed with Foundation FES to work collaboratively with students, teachers and parents from 29 schools of the seven focal municipalities to construct an appropriate pedagogical model. The objective is to develop spaces and activities for training, participation and reflection within the school program, thus creating protective environments where students practise citizenship, participation and community-building. This initiative comes from a preoccupation in these communities regarding forced recruitment and consumption of psychoactive substances.

In August, Colombia Responde and the UACT ran citizenship and human rights courses with children from each educational seat. They also began teacher training in cross-cutting issues and citizenship responsibilities, with a view to adjusting the educational projects of participating institutions. Through these events, the project gained essential support, and provided participants with an opportunity to identify areas of interest which could support this activity.



The Secretary of Education's visit to the Marco Fidel Suarez school in Pradera

In September, a workshop entitled “The Body as an Emotional Terrain” was run, helping children to question and become conscious of the body, imaginaries, and stereotypes, and consequently of their responsibilities towards them. Thanks to these workshops, students have discussed the discriminations they have suffered as a result of their sexual orientation, socioeconomic position, and life within a conflict area. The challenge is to continue creating collaborative spaces, and to strengthen young people's capacities for conflict resolution and healthy use of their free time. Colombia Responde and the UACT have also reinforced municipal coexistence manuals, Institutional Educational Projects (PEI), and the Community Educational Project of the Nasa People (PEC), which provide tools for facing conflicts at the institutional level.

CELI-Central is providing \$1.2 million and has leveraged \$2.5 million of public funding, with a significant contribution from the Governorate of Cauca corresponding to 45% of total public investment.

Economic Development

▪ Boosting municipal councils for rural development

CMDRs are a highly democratic grassroots initiative in which *campesinos* and civil society organizations are able to make suggestions and reach a consensus on the most pressing concerns for rural development all over the country. They provide a space for rural communities to meet, interact, debate and coordinate public rural policy-forming activities with municipal government bodies. Colombia Responde and the UACT are helping to improve the capacities and skills of 180 local producers who participate in consolidation municipality CMDRs, and enhance the

articulation between them and INCODER, Municipal and Departmental Economic Development Secretariats, and the MADR.

This quarter, the operating committee met with representatives from USAID's Land Program and the Departmental Council for Rural Development (CONSEA) to outline and coordinate the support provided them. In the municipalities of Caloto, Miranda, Corinto, Pradera and Florida, CMDR sessions were held to inform participants of the activity's scope, and ensure continued participation of all actors. This was followed by a second workshop, which helped members to understand and use terms such as "development," "territory," and "rural area," and improved the 180 attendees' capacity to make decisions on agricultural and livestock development policy in their municipalities. Use of this knowledge is already in evidence, as members begin to organize around the creation of productive projects, debating what could be done and achieved with other members of their communities.

CELI-Central is providing technical assistance of \$110,849 and has leveraged \$195,417 of funds from the Governorate of Cauca, INCODER, the Public Prosecutor's Office, and municipal administrations.

▪ **Strengthening the pineapple industry in Santander de Quilichao**

The PAAP was created by the MADR to support small-scale agricultural and livestock producers which rely on alliances with agribusiness to create demand for their products. The municipality of Santander de Quilichao identified apple, cayenne pepper, and honey gold pineapple cultivation as an important sector of the rural economy. Pineapple from Santander de Quilichao is well known for its high quality, represents 9.73 percent of the municipality's agricultural product, making Santander de Quilichao the primary producer of honey gold pineapple in northern Cauca.

Colombia Responde and the UACT have been supporting commercial producers and alliances of honey gold pineapple in six *veredas* in Santander de Quilichao, improving productivity, income, employment, and autonomy within the productive community. The president and training manager of the association ASOPINA have been actively participating in the activity, using their training to make appropriate contracting and purchasing decisions. The alliance shows an advance of 35 percent, reflected in the programming of staggered sowing and the implementation of good farming practices in the first nucleus of 10 producers. The project has also included trust-building and connectivity workshops between the producers and the association, which have aided their cooperation and the resolution of conflicts.

CELI-Central is committing \$95,155 to this activity, and leveraging \$260,582 from local producers and government sources.



Colombia Responde visits pineapple producers in Santander de Quilichao

▪ **Strengthening entrepreneurial initiatives in Cauca**



Assessment of economic units and potential beneficiaries in Miranda

Colombia Responde and the UACT are spearheading a program to support 648 small entrepreneurial initiatives, or economic units, with a particular emphasis on women and youth in rural areas, and on those that will provide further employment opportunities within the community, that is, "inclusive businesses". Colombia Responde is providing technical assistance to foster entrepreneurial skills in management, administration, marketing and accounting, with a view to increasing access to credit and public funding from national programs. The program will assist the creation of business and improvement plans, reviewing credit applications, and implementing investment plans. It will also donate office supplies and materials to ensure beneficiaries have the appropriate tools to develop their entrepreneurial ventures.

This quarter, further information-sharing events were held with the community,

during which participants analyzed their work plans, undertook to support and attend training, ran through their intended commercial activities, and discussed their expectations of this support program. In addition, a baseline of the economic units and potential beneficiaries were assessed.

CELI-Central is contributing \$1,037,203 to the project, and has leveraged funds of \$2,051,911 from public and private sources.

▪ **Strengthening the dairy sector in Pradera**

As milk production is one of the principal sources of income and support for many families, as well as being an important part of the rural economy of the region, the municipality of Pradera has identified smallholder livestock farming as a key development tool. Colombia Responde and the UACT are working with the MADR and its PAAP to support the AGROFERIA association, providing tools for the formal commercialization of milk products. This quarter, the milk storage center being built in *vereda* La Feria reached 80 percent completion, with electrical equipment already being installed for the running of the refrigeration tank and the milk quality laboratory. This project is helping 38 producers to improve the quality and yield of their products, thereby increasing their income.

CELI-Central is providing this project with \$70,991, with a further \$411,555 being leveraged from community, municipal, and MADR funds.

▪ **Feasibility studies and irrigation designs in Santander de Quilichao**

The MADR's Rural Development with Equity (DRE) project gives *campesinos* the opportunity to access resources to improve their productive conditions, generate incomes, and sustain advances. To aid rural communities in accessing these resources, Colombia Responde and the UACT are providing technical assistance in the formulation of studies and designs for INCODER's land modification activities, specifically through support for three productive organizations in the *veredas* Domingullo, Arrobleda, and Quinamayó in the municipality of Santander de Quilichao. This quarter, Colombia Responde carried out basic structural, updating, agreement, and complementarity studies in order to define the scope and beneficiaries of the project, and support the organizations in their dealings with the Users' Association.

CELI-Central is providing this initiative with \$94,258, INCODER with \$17,458, and producer and government sources with the remaining \$40,040.

Good Governance

▪ **Promoting democracy from the bottom up**

Colombia Responde and the UACT are championing an initiative to strengthen the capacities of 42 JACs, to improve local governance through strengthening administrative and operating capabilities, promoting increased involvement of members, supporting monitoring processes, and drafting *vereda* management plans.

This quarter, the training plan was presented and workshops on leadership, updating community legislation, and strategic planning for *vereda* development were run. Six out of the proposed eleven sessions have now been completed, improving the influence of JAC members in municipal decision-making, and encouraging the participation of young people. Given the participatory nature of the training provided, those taking part are encouraged to discuss and link their training with their everyday operations in order to guide problem-solving and analyze case studies. Attendees have been transferring the skills learned in these workshops to their *veredas*, formulating projects in collaboration with their communities.



Training workshop in Miranda

CELI-Central is contributing \$141,478 USD to this initiative, leveraging \$202,683 from the Department of Cauca and the seven focal municipalities.

- **Legal defense of municipalities in Cauca**

This activity is designed to strengthen municipalities' prevention of illegal injury, in line with the National Agenda for Judicial Defense (ANDJ). Colombia Responde and the UACT have worked to inventory the judicial processes of each municipality; run capacity-building in contracting and analysis of cases with civil servants, afro and indigenous communities, and JACs; advised conciliation committees; supported the municipal legal office in preparing appropriate judicial actions; and helped municipal administrations formulate their contracting manuals, in line with Law 1510 of 2013. Municipalities received orientation workshops and constant support in areas where they demonstrated poor management of dismissals of temporary workers, payment of contractual debts, and the direct reparation of the administration's incidents, in order to avoid future demands and economic compensation that affect municipal finances. Capacity-building workshops were also run with indigenous and focus groups, focusing on the management of the general participation system and public contracting.

CELI-Central is providing this activity with \$205,295, and is leveraging a further \$264,853 from municipal funds.

- **Helping focal municipalities access national resources**



Revision of the plans for improving the urban road network, Miranda

This program's implementation coincided with several national initiatives to allow municipal administrations more autonomy and responsibility; as well as to access national resources through application to the National Royalties System. This affords municipalities, with the support of Colombia Responde and the UACT, the opportunity to leverage resources for larger-scale projects that will achieve and sustain rural development in line with Municipal Development Plans. The objective of this program is to identify, formulate and present four projects per municipality, strengthening the municipal bank of projects and providing municipal officials with practical training that will eventually allow them to own the process.

This quarter, mayoral technical teams approved a number of projects, and have now begun the process of managing their funding. In Toribío, Florida, and Miranda, projects for the paving and rehabilitation of the urban and road networks were discussed and will be requesting municipal and national funding in the coming months. In Santander de Quilichao, a park along the River Quilichao is being proposed as a public meeting place for the people in the north of Cauca; and an urban environmental corridor along Avenida Timba will also be presented for regional royalty funds in October. In Corinto, plans continue for the production, transformation, and commercialization of castor-oil, a project which will be presented to the MADR for funding; and for the construction of alternative sewage systems in 42 *veredas* to be presented to the Ministry of Housing.

CELI-Central is contributing \$273,280, and leveraging \$509,136 from the participating municipalities, Department of Cauca, and the National Planning Department.

- **Strengthening municipal fiscal policy**

This activity is designed to increase municipalities' incomes through management and fiscal assistance, particularly with regards to the implementation of tax policies. Increasing their incomes helps municipal governments fulfil Law 617 of 2000; supports the formulation of territorial organization plans and the updating of the cadastral; and is fundamental to the financial viability and sustainability of territorial entities, as well as to the fulfilling of their responsibilities. Colombia Responde and the UACT are helping update tax payment norms, fiscal mechanisms, and

tax collection; improving municipality-community relations; carrying out capacity-building on fiscal policy with civil servants, city councilors, and tax payers; and backing the implementation of fiscal policy.

In September, the updating of fiscal procedures and instruments was completed, and will be incorporated into the Tax Statute and presented to respective municipal councils in November, for their study and application to begin on January 1, 2015. The settlement of industrial and commercial taxes with corporations such as Alpina and Alival in Caloto, and Ingenio del Cauca in Miranda are also important achievements from this quarter.

CELI-Central is contributing \$388,889, and leveraging a further \$4,692,292 from departmental and municipal public funds.

- **Supporting the implementation of the Victims' Law**



Victims' information event held in Miranda

The Victims' Service and Integrated Reparations Unit, along with the Ministry of the Interior, have begun a process of stepping back, assessing, and producing feedback on Territorial Action Plans (PAT), an initiative taken up by the municipalities of Cauca and Valle del Cauca. During this process, institutional weaknesses have been encountered, and Colombia Responde and the UACT are helping to address this by technologically improving the collection of victims' declarations; compiling information on the health, education, and restitution services available to registered victims; supporting the adjustments to PATs, contingency plans, and return plans; offering technical support to the transitional justice committees; and encouraging municipalities to budget for the implementation of their PATs.

In August, over 500 people participated in a large-scale event held in Miranda, promoting the services offered to the victims of violence. At the regional level, approximately 100 people attended the first meeting of victims of African descent in Popayán, where they were invited to elect community representatives, reflect on the shortfall in appropriate state support, and generate proposals for a departmental organization that defends the interests of victims of African descent, and offers differentiated psychosocial services.

CELI-Central is providing this initiative with \$166,538, and is leveraging \$286,333 from the Victims' Unit, and departmental and municipal funds.

Infrastructure and Connectivity

- **Safe drinking water for Miranda and Santander de Quilichao**

Colombia Responde and the UACT are supporting the implementation of Departmental Water Plans (PDA), facilitating resource management and the optimization of investments linking it to the GOC's "Water for Prosperity (PAP)" program. Colombia Responde identified two construction projects with great potential: sewer system expansion and upgrading of the wastewater treatment plant (WWTP) in the *vereda* of San Andrés; and the construction of 100 sanitary facilities with respective wastewater treatment in the nucleus of Zona Plana, in the municipality of Miranda. This activity also identifies five pre-investment activities, including studies and designs for the construction of the WWTP and the extension of the sewage system in the *veredas* of La Munda, El Tulipán, La Lindosa and Santa Ana in the municipality of Miranda; the sewage system and construction of the WWTP in the *veredas* Quinamayo and Domingullo in the municipality of Santander de Quilichao; the optimization of aqueduct systems and the construction of WWPT in the *veredas* Carbonero, Mandiba, Pedregal in Santander de Quilichao; the

optimization of the water treatment system of the Crucero de Gualí inter- *veredal* aqueduct system in the municipality of Caloto; and finally, the extension of the aqueduct and the WWTP of El Llanito – Santa Rosa in the municipality of Florida, Valle del Cauca. This quarter, Colombia Responde initiated the activity in Santander de Quilichao, peopling the operating committee with representatives from the community, municipal administration, and the engineering firm carrying out the studies.

CELI-Central is investing \$208,498 in this activity, with further counterpart funding of \$2.9 million coming from public sources.

▪ **Strengthening social ties in Toribío**

In 2011, the Toribío Cultural Center was destroyed during a confrontation between the FARC and national forces. Since then, the town had lacked a safe communal space for recreational, artistic, and cultural activities that help to build community ties and citizenship. Responding to the demands of this community, Colombia Responde and the UACT aided in the construction of a new municipal cultural center, and the renovation of a deteriorated multi-sports facility in the area. These two activities will improve the quality of life and strengthen the social fabric for more than 11,000 inhabitants of the urban area and surrounding *veredas*. Both projects were executed by the Nasa Project Association (*Asociación Proyecto Nasa*), an indigenous organization representing various indigenous reserves, which enjoys a high level of credibility among the three councils of Toribío, and is unique in



Turfing the outside of the cultural center

being able to operate grant resources.



The workers were entertained by a local group of musicians who use the cultural center to practise

This quarter saw the official handing over of the cultural center to the community. Voluntary work and donations by the community have continued, as they organized to decorate the building after its construction. The second day of turfing was held in September, when, under the leadership of the Premio JAC, the children, youths, and community leaders that took part were entertained by a small concert and enjoyed a communal meal. Participants also showed their cooperative spirit with donations of trees and plants for the decoration of the centre.

CELI-Central is contributing \$117,852 USD to this initiative, leveraging \$253,118 USD from the public sector and community.

▪ **Design and construction of a multipurpose hall and children's playground in San Nicolás**

This quarter, Colombia Responde and the UACT worked with the community of San Nicolás to complete a multipurpose hall and children's playground, donating sporting and recreational equipment so that children have a safe and healthy place to play. The inhabitants of San Nicolás provided the workforce for the demolition of the old hall, preparing the plot for construction of the new building, and ensured constant involvement through an oversight committee. Throughout the construction period, the Mayoralty of Caloto organized complementary sporting and ludic activities for the community of Yarumito and their pets. They also ran health events for elderly members of the community, provided training in regulations with the community board, and updated statutes with the JAC. With the completion of this work, which will benefit approximately 2,000 people from the surrounding area, Colombia Responde has contributed to the alternative education for human development, coexistence, and peace.

CELI-Central provided this project with \$94,578, and leveraged funds of \$157,458 from community and public sources.

▪ Remodelling educational seats in Santander de Quilichao

The municipality of Santander de Quilichao contains 116 official educational seats, 96 of which are in rural areas, with 21,332 students. Due to the deficient infrastructure of some of the institutions and seats, two community concerns were expressed during *vereda* workshops: severe overcrowding in schools, and inadequate bathroom facilities. This activity complements municipal and departmental development plans, which promote equality between official, unofficial, rural, and urban, institutions, and encourage all population groups to access and remain in the educational system.



Children from the school in *vereda* Chiribico



New bathroom facilities, Arrobleda

Colombia Responde and the UACT have been helping build bathroom facilities and rennovate school cafeterias

and kitchens in the mixed rural schools of La Palestina and La Arrobleda. In Quinamayó, they have contributed to the building of new classrooms, and in Chirivico to the rennovation of existing infrastructure. As a result, 487 girls and boys have received an improved primary educatoin. The four educational seats are also taking part in the “healthy lifestyles strategy”, which involves the reorientation of services to include environmental health, healthy public policy, and healthcare education. Colombia Responde has been collaborating with the municipality and JACs to ensure that the project reflects the proper development of national consolidation policies.

CELI-Central is providing \$39,822 to this initiative, with further funds of \$101,178 coming from community and municipal sources.

Land

▪ Updating the cadastral (land register) in Toribío



Marking out triangulation points of a topographic survey

Colombia Responde and the UACT began a new project in conjunction with the Instituto Geográfico Agustín Codazzi (IGAC) in July, helping to update their cadastral and improve the institutional strength and governability of the municipality of Toribío. Toribío has a 90 percent indigenous population, is located in a strategic position between two mountain ranges and offers access to the Colombian Pacific, and has suffered more than 600 FARC attacks since 1980. It has therefore been identified as a priority consolidation municipality by the GOC. By keeping their land register up to date, the municipality will be better able to levy council taxes and structure their fiscal management plans for local investment. Through this project, the municipality expects to increase its resources by up to \$250,000.

In August, the topographic surveys of the three populations of Toribío (Tacueyó, San Francisco, and Toribío) were carried out without incident, proof of the effectiveness of the preceding informative events, and the support of indigenous councils. This topographic information will be a fundamental tool in the planning of territorial regulation, and in evaluating population growth in the area.

The Cauca-CRC environmental corporation has agreed to participate in this project, contributing \$19,444. CELI-Central is providing \$38,889 in technical assistance. IGAC is contributing \$55,556, and the municipality of Toribío the remaining \$6,833.

▪ Formalizing public properties

Colombia Responde and the UACT have been offering municipal authorities judicial technical support to expedite the legalization of titles for lands of public service or use. With the judicial assessment of 50 lots per municipality, the project has taken an important step toward stimulating public investment. With this in mind, and with the intention of generating a positive attitude toward municipal works, priority has been given to the restoration of sporting facilities, streets, and cultural goods, amongst others. These works have been pending for more than 30 years, and with the support of Colombia Responde municipalities have begun to compile a database of public goods, guaranteeing that development plans can be made reality. To date, 468 studies of public titles have been made, allowing the settling of seven title corrections in the Registry of Public Instruments Office in Santander de Quilichao.

CELI-Central is contributing \$270,555 USD to this initiative, and leveraging a combined total of \$276,444 USD from the department of Cauca and seven focal municipalities.

▪ Supporting land restitution

The restitution of lands in Cauca is one of the determining factors in achieving national reconciliation, which is why the department is a priority area for intervention with regards to lands abandoned and dispossessed during the armed conflict. Colombia Responde and the UACT have been providing the UR with urgent technical and professional support in dealing with rising restitution applications in Cauca.

This quarter saw the closing of Colombia Responde's support for this activity, during which they helped run awareness-raising workshops and publicity campaigns aimed at encouraging restitution applications from the municipalities of Caloto, Corinto, Toribío and Miranda, in accordance with the Victims and Land Restitution Law (Law 1448 of 2011). As a result of these activities, the UR increased its assistance caseload to 109, of which 41 have been settled, and five sentences passed: three for restitution through the return of land, and two through compensation. In addition, the program has helped public entities micro-focalize Toribío and Miranda; has promoted sensitivity to the roles of women in the restitution process; and run at least two informative events on Law 1448 and restitution with civil servants and victims' organizations in each population center, clarifying doubts about the restitution process.

CELI-Central has provided the UR in Cauca with a contribution of \$161,511 in technical assistance and equipment, with the remaining \$485,948 coming from public funding.



Symbolic delivery of “La Vanessa”
restituted land, *vereda* Lomitas

4.3 META (LA MACARENA)

Cross-Cutting

▪ Supporting markets and diversification of agriculture in six municipalities of Meta

The rural economy of consolidation municipalities in Meta is largely built on the small-scale production of milk, coffee, cocoa, and plantain. Market options vary between each product; while coffee and cocoa have access to national and specialty markets because of their taste and aroma; milk and plantain have more basic market conditions, which can nonetheless be enhanced through improvements in quality and reductions in the costs of production. The quality of, and prices commanded by, these products is limited by a combination of low levels of production and processing technology, and precarious collection and commercialization systems.

Colombia Responde and the UACT are therefore implementing this activity, which is one component of the integrated *ficha*, with a view to shifting production from a rural family to a business economy through support for 15 producer associations. In this, they are promoting innovation, technological change, and private investment in the



Taking samples on the site of a future coffee collection center

region, so that producers can access specialized markets and demand better prices for their produce. The activity includes investment in construction and kitting-out of processing and standardization centers for coffee and cocoa producers. With regards to milk production, funds have been earmarked for the improvement of the cold storage network, with the cooperation of the organization FUNDES. Support is also being given to the alliance between three plantain associations and AGROAriari, as well as the development of a collection, classification, and processing center. This quarter, the firm TRACTUS began taking soil samples as a first step towards planning a collection center which complies with FLO (Fairtrade) and origin certifications.

CELI-Central is investing \$215,556 in technical assistance for the coffee grower's association Café Masu, which is being put towards the construction of a collection and threshing center in the urban center of Mesetas, as well as a satellite collection center in the *vereda* Jardín de las Peñas.

This activity is being supported by a total investment of \$1,288,333 from CELI-Central, and a further \$2,948,611 from public and private sources.

Social Development

Supporting protective environments in Puerto Rico

According to the Mayor's Office in Puerto Rico, 461 families are registered as displaced, and at least eight youths between the ages of 14 and 16 were recruited into armed groups last year. Consolidation areas like Caño Alfa, Barranco Colorado, Puerto Chispas, and Toledo, which are distant from the urban center, present the highest risk of forced recruitment in the municipality. The mayor, the director of the Casa de la Cultura, and other municipal administrative officials have expressed their concern over this threat, as well as their interest in rolling out programs which will promote more protective environments for young people in these areas. The mayoralty has put professionals, technologists, and technicians in health care, culture, sports, and education at the service of each program, as well as the necessary didactic equipment and infrastructure.



Music classes at the boarding school in Barranco Colorado

Colombia Responde and the UACT have undertaken to provide this initiative with technical assistance and in-kind donations, to assist approximately 420 young people at risk of forced recruitment. At the beginning of August, the project's activity schedule, the areas of intervention, dates, and beneficiary populations were all approved, and the first healthcare training events were held with 50 technicians, assistants, professionals, and specialists. In September, Colombia Responde donated musical instruments and sporting equipment to two priority nuclei, running weekend activities, and supporting permanent staff in the running of regular activities.

CELI-Central is providing this program with \$179,712, with further funds of \$508,648 coming from departmental, municipal, and other public funds.

▪ Supporting protective environments in Meta



Children take part in ludic and activity days in San Juan de Arama

The Risk of Victimization Index (IRV) is an instrument used by the Victims' Unit to compare the risk conditions present in different municipalities, by region, department, and nationally, over time. The consolidation municipalities of la Macarena have IRV indices between 0.908 and 0.963, with numbers closest to one indicating the highest levels of risk. According to the risk report produced by the Ombudsman's Office, the recruitment and illicit use of children and youths is higher in rural areas that are distant from municipal centers, as the FARC has used these spaces for recruitment.

As a result, the Government of Meta has supported municipal authorities in their anti-recruitment activities, which have ranged in focus from sports and healthcare to culture and education. This activity aims to link all of the departmental and local programs around the educational seats of the population nuclei, so as to safeguard children from forced recruitment and provide them with the tools of an integrated education, adequate cognitive development, and leadership skills to participate in the development of their communities. This project aims to develop protective environments, with 1,500 boys, girls, and youths, as well as

the rural communities in which they live, benefitting from peaceful spaces in which to enjoy music, dance, art, leisure, sports, nutrition, and health. A simultaneous objective of this initiative is to improve the credibility of government programs, as well as to inform people of services to which they are entitled.

In support of this initiative, Colombia Responde and the UACT have been working with the mayoralties in Vistahermosa, Uribe, La Macarena, Mesetas, and San Juan de Arama in providing municipal health, music, dance, and arts programs. In August, they contracted and met with instructors, directors, and civil servants to outline the schedule of the program, as well as running several ludic activities with children in each municipality.

CELI-Central is financing this project with \$1,028,111, with further funds of \$2,529,719 being provided by the five municipalities, UAECT, and the Victims' Service.

Economic Development

▪ Supporting livestock farming in San Juan de Arama

Participants in *vereda* workshops carried out in San Juan de Arama highlighted the importance of livestock farming in their productive system. To this end, CELI-Central designed an initiative to support this sector, within the framework of the MADR's Productive Alliances Program. A productive alliance has since been formed between small-scale producers (Association AGASANJUAN) and commercial business partners (Productos Lácteos el Recreo and Rodrigo Lara Suarez) who guarantee the purchase and commercialization of their milk and meat products respectively. Within this framework, 225 ha (5 ha per producer) of grazing land is being improved; existing infrastructure is being upgraded and an electric fence installed. Artificial insemination, the purchase of heifers, and good livestock farming practices are being encouraged, all under the supervision of an agrarian and livestock professional.



Monitoring visit to Eleicer de Jesus Jimenez
Finca, *vereda* El Jobo

Colombia Responde and the UACT are providing technical and financial assistance and support for institutions, communities, and families to improve their management skills, thus increasing their incomes, and improving their quality of life. CELI-Central has furnished this project with \$113,138, and has leveraged a further \$673,149 from producer alliances, ECOPEL, and public sources.

- **Productive alliance for the production of *Camuros* sheep in Mesetas**



Colombia Responde and the UACT have been backing livestock producers in Mesetas through support for the creation of a productive alliance between a small-scale rural producer organization (ASOVIME) and a commercial business partner (FRIGOOVINOS S.A.S.) which guarantees purchase and will help to commercialize their produce. The activity aims to improve 120 ha of pastureland with the planting of legumes and the construction of an electric fence, and the provision of daily fresh forage and silage through the establishment of six hectares of forage banks, as well as to renovate sheepfolds and donate basic equipment such as scales and feeders, all within the framework of good livestock practices. To date, all planned electric fences have been installed, and the upgrading of sheepfolds and grazing lands has begun. Each producer has 19 females and one male Camuro sheep.

CELI-Central has supplied \$152,389 in technical assistance and activities that complement the technological package. They have leveraged further funds of \$522,091 from producers, ECOPETROL, and public sources.

Above: adaptation of a sheepfold, *vereda* Diamante; below: Camuro sheep, *vereda*

- **Improving the cold storage network in Meta**

The milk producers of La Macarena have been moving towards a more competitive and sustainable livestock system, implementing productive alliances with dual-purpose cattle, improving the quality of grazing through the renovation and rational management of pastures, which has helped to reduce the pressure for land, and has increased production from 3,500 liters per day in 2011 to 22,164 liters in 2013. This process has been supported by dairy companies such as Alquería, who have provided additional technical assistance to improve milk quality, access to discounted credit, and investment in commercialization. In addition to this, eight basic milk cooling and commercialization kits have been delivered, including cooling tanks, aluminum pails, and electrical plants.

This activity was designed to improve the quality and commercialization of dairy products in Meta through the expansion of the cold storage network, which will improve productivity and quality, generate new business directly with the industry, and increase and stabilize the prices producers receive for their goods. Colombia Responde and the UACT have been working to implement the Program for the Development of Suppliers, providing technical support for the business development of five productive dairy associations, encouraging their commercialization, self-government and management, and improving their contract models, business management, and technical operations.

The activity includes the construction of a collection center in Uribe and La Macarena, as well as two small collection points in Vista Hermosa and La Macarena. Colombia Responde has been supporting the AGROARIARI and Fénix del Ariari associations, with the cooperation of whom a cooling tank is being acquired, and collection facilities are being renovated. This is being done with the supervision of a veterinarian and a food engineer who are helping to improve milk quality. To this end, a sanitary visit has been carried out, following which recommendations were made for the improvement of buildings and facilities, the cooling infrastructure, and the management of foods and hygiene.

CELI-Central is providing funding of \$611,222, and has leveraged funds of \$2,407,848.



Visit by a health and quality professional,
Puerto Rico

In a related project, Colombia Responde and the UACT are also supporting the productive alliance with the association FAMIAGRO in Mesetas, which has reached 60 percent completion as infrastructure improvements to the farms have been implemented, work is still being done on the stables and pastures. CELI-Central is providing this project with \$14,910, and is leveraging \$760,957.

▪ Supporting productive alliances of rubber producers in Mesetas

Colombia Responde and the UACT continue to support productive rubber alliances with the producers association APLAGORI, with a view to strengthening local and institutional capacities, in order to encourage access to state resources and also propel private investment in the region. In total, the activity involves the establishment of 93 ha of rubber for 31 participants (i.e. 3 ha per beneficiary) in rural properties located in villages in the municipality of Mesetas. Rubber production is estimated to start from the sixth year, so participants have also planted 78 ha of maize (2.5 ha per beneficiary) and formed a revolving fund for the purchase of supplies necessary for the crops in order to generate income and cash flow until that time.



Lines of rubber and maize plants, Finca Pedro Valero, *vereda* Oriente

In July, members of APLAGORI made two technical visits, the first in the municipality of Lejanias where they visited a maize plantation of the AGRI 104 variety. Participants shared important information on harvesting processes, best practices, agricultural supplies and pesticide application, etc. The second visit was to the municipality of El Doncello, Caquetá, where they visited the rubber crops of their commercial partner, ASOHECA. In Caquetá, they observed best practices of rubber extraction and crop management, as well as basic marketing and planning to improve quality and income generation. They were able to go to ASOHECA's processing plant to observe the entire process of producing rubber paste

ready for the industry. Rubber and maize plants have now been established in every lot, with the project reaching 80 percent completion. CELI-Central has provided this activity with \$81,076, leveraging a further \$312,833 from producers, ECOPEPETROL, MADR, and municipal sources.

In a similar project, Colombia Responde has been supporting AGGAPAM and ASAPROES rubber-producing alliances in the municipality of La Macarena, to the benefit of 34 and 48 producers respectively. CELI-Central is contributing \$141,762, and leveraging \$356,002 from producers, ECOPEPETROL, MADR, and municipal sources for the AGGAPAM project; and is contributing \$92,525, and leveraging \$192,323 for the ASAPROES project.

▪ Pineapple alliance in Puerto Rico

The productive alliance model lead by the MADR, and supported in consolidation regions by Colombia Responde and the UACT, has been successful in strengthening small producers' associations; improving product quality through technical assistance; and linking producers with commercial partners, enabling greater market access. Following this criteria, Colombia Responde has supported a number of alliances in Meta, including a pineapple alliance with ASOFRICO in the municipality of Puerto Rico. The alliance is set to progressively implement a commercial crop of *Mayanés* pineapple in an area of 25 ha, with a sowing density of 25,000 plants per hectare, and using soil conservation techniques. The commercial partner for this alliance is the Empresa Comercializadora Llano Moreno S.A.S, which contracted to purchase all produce from the crops.



ASOFRICO producers' newly cultivated lands

Over July, the alliance's committee formulated their operating plan, defined participating members and terrains to be included. By the end of the quarter, the association had been registered by CORPOICA and the ICA, thus making

market incursions, and guaranteeing seeds and timely sowing of new lands. To date, 30 of the 50 producers have completed sowing.

CELI-Central is providing funding of \$87,580 in technical assistance, equipment and materials; producers are investing \$77,207; MADR \$122,354; ECOPETROL \$42,222; and the municipality of Puerto Rico \$11,111.

- **Inauguration of a specialty coffee purchasing center in San Juan de Arama**

In the coffee-producing belt of the La Macarena Uribe-Mesetas-San Juan de Arama consolidation zone there are more than 1,800 ha given over to coffee cultivation. A large part of the production from this area is qualified as specialty coffee, which is commercialized by the federation as Café Centauros, and has twice won the national prize for excellence. In this activity, Colombia Responde and the UACT are supporting the Agricultural Secretariat in strengthening 100 producers through the delivery of ecological coffee processing machinery, pulpers, and parabolic dryers, which will improve the production quality of dry whole-bean coffee.

The project has been supported by three coffee-producer associations: CAFIMETA, ASOCAFESANJUAN and ASOCAFEURMET, whose structure and cooperative work Colombia Responde has been strengthening through technical and socio-business assistance. The inaugural event in San Juan de Arama was attended by ASOCAFESANJUAN, which has more than 50 member families. Following a welcome by the municipal mayor, Mr. Luis Eduardo Mosquera, the associations presented their request for the construction of drying platforms for their members, and he accepted an agreement to provide materials if the associations undertook to provide the labor. The associates also requested a space at the XXV Folkloric and Touristic Festival Sierra de la Macarena, which will take place at the end of October. German Orjuela, representing the Consolidation Unit, made a brief speech summarizing the achievements so far, and reminding associates of their responsibilities for self-sustainability.

CELI-Central is providing this initiative with \$122,500, and has leveraged a further \$230,556 from private and departmental funds.

Good Governance

- **Capacity building with Municipal Rural Development Councils (CMDR)**

In 1993, the GOC passed a law obliging Colombia's municipal authorities to create CMDRs to connect and coordinate rural communities, local authorities, and public rural development entities. These were envisaged as a space for the promotion of citizen participation, local representation, and the co-financing of rural development plans, optimizing the use and investment of public, private, and international resources through the harmonious articulation of rural development actors. Through the establishment of alliances and projects oriented towards their local visions of development, the CMDRs also reinforce rural actors' development opportunities.

To help achieve this, Colombia Responde and the UACT have been supporting the strengthening of CMDRs, running train-the-trainer events for their representatives; supporting and designing capacity-building schedules for the reactivation of the CMDRs and their committees; and offering them operational technical assistance. This project was formally closed on September 1, concluding with participatory assessments in the municipalities of Macarena, Vista Hermosa, and San Juan de Arama. These meetings were designed to reflect on the experiences of working with Colombia Responde, and to support the CMDR in reformulating national agricultural and livestock policies, to be articulated within the next National Development Plan (PND).

CELI-Central provided \$99,467 in technical assistance to this project, and further funding of \$265,556 came from departmental, municipal, and private sources.

■ Improving connectivity between Puerto Rico and Caño Alfa

Caño Alfa is formed of nine *veredas* on the right bank of the River Ariari, two of which are separated from the others by the River Güejar, and the remaining seven of which are connected with Puerto Rico by a main road. This project is oriented towards improving this road, which is the principal access between the *veredas* of Caño Alfa and other nuclei such as Toledo and Barranco Colorado, with the addition of a bridge, and two box culverts. The intention is to improve the transportation and commercialization of agricultural and livestock products like milk, cocoa, and plantain, which Colombia Responde and the UACT have strengthened through support for productive alliances. The improvement of this road, which was highlighted as a key project during *vereda* workshops held in 2012, is also a strategic project for territorial consolidation, as it will allow faster access to the municipality and other *veredas*; as well as first-hand experience of state institutions in the area, so as to encourage a transition from an illegal to a legal economy.



Double box culvert near to Las Colinas

In August, the two box culverts were completed in line with the technical specifications, and the communities of Caños Negros and Las Colinas provided further materials and the labor to construct three small drains along the main road. The municipality has also upgraded the road from the urban center to Caño Alfa, with curb and roadbed, and with the delivery of materials to critical points. The project is still awaiting further resources needed to improve the road to a high enough quality to withstand the winter rains and heavy farm traffic. The studies and designs needed for the construction of the bridge over Caño Hondo have been put out to tender.

CELI-Central is providing this activity with \$307,389, with further funds of \$1,018,259 being leveraged from the municipality and the communities.

■ Strengthening rural development in Nuevo Progreso



Foundations of the Artistic and Cultural Center in Miraflores

One of the key needs identified throughout the *vereda* workshops in Meta was the improvement of tertiary roads that connect rural areas with population centers. Such was the case of the nucleus Nuevo Progreso, located in Southern San Juan de Arama on the border with Vista Hermosa. This area was traditionally a strategic point for the 27th Front of the FARC due to its proximity to the Macarena National Park. For years, this prevented state investment in the area, which contributed to infrastructure decay and increased forced recruitment of children. To address these needs, Colombia Responde and the UACT developed an activity to strengthen rural development processes in the area along three fronts: the implementation of artistic and sports programs for youth; health brigades and other social programs led by the municipal administration; and infrastructure improvement of community buildings and tertiary roads.

Colombia Responde is complementing the administration's commitment to improving 60 kms of road, by constructing 15 box culverts, and 40 linear meters of gabions. Additionally, the program is providing funding for the renovation of the sports facility in the *vereda* la Glorieta, as well as for the design and carrying out topographical surveys for the construction of a cultural center in the *vereda* Miraflores. These infrastructural works will benefit a total of 6 *veredas* and approximately 1,000 citizens.

This quarter, construction works advanced in the *veredas* El Bosque, Miraflores, and La Glorieta, where the community has actively participated in the operating and oversight committees, assuming ownership of the works as executors of the project.

CELI-Central committed resources of \$778,189 and leveraged \$1.7 million of funding from public sources.

Land

▪ **Continued support for the Land Restitution Unit**

The restitution and formalization of lands is one of the determining factors in achieving sustainable peace and prosperity in rural Meta. The UR has therefore prioritized this task, attempting to respond to the growing number of restitution requests coming from consolidation areas, which display high levels of dispossession and forced abandonment of lands, as well as severe fluxes in forced displacement and legal land protection. The Department of Meta has only 13 professionals and technicians charged with attending to this issue, and is therefore in dire need of assistance in collecting field information, training, monitoring, and many more activities. It is towards this side of the process that Colombia Responde and the UACT have lent their support.

In August, Colombia Responde's team held a meeting in Vistahermosa, during which the planned topographic assessments, which will accelerate INCODER's land formalization process, were discussed and adjusted. On the social side, Colombia Responde informed 43 visitors to the Victims' Service office on how to find out about the restitution process; and received 11 restitution applications, of which nine were released to other entities such as the Victims' Attention Service, the Ombudsman's Office, and healthcare services to make psychologist and psychiatrist appointments. In September, Colombia Responde supported 54 restitution cases; 49 preliminary location reports on lands with restitution claims; 49 judicial consultations; and attended to the inquiries of 40 visitors to the Victims' Service office. They also held an institutional training day in Villavicencio, during which 17 people were instructed in the land restitution process.

CELI-Central is providing \$1,711,230, with a further \$2,223,666 coming from public funds.

▪ **Environmental management plans**

Since 2013, Colombia Responde and the UACT have been collaborating with CORMACARENA and the SINCHI Amazon Research Institute to formulate an Integrated Environmental Management Plan (PIMA) for the Northern area of Macarena National Park, which involves four of the six participating municipalities of CELI-Central in Meta.

At the start of August, Colombia Responde ran an information-sharing event at CORMACARENA, with the attendance of the Consolidation Unit, the National Parks Unit, and Municipal Governments. The objective was to contextualize the institutions within the preparation of the PIMA, focusing particularly on the assessment and prospectus phases. Later in the month, informative events were also held with communities in Puerto Rico and Puerto Concordia, to assess the progress of the PIMA. In September, essential documents for the closing of the activity were delivered to the central office, and the final technical committee meeting was programmed for October 8.

CELI-Central provided \$394,630 of funds for this activity, which is now coming to an end, and leveraged funds of \$546,308. USAID recently announced the continuation of this initiative to support municipal authorities and communities in borderline areas, to adopt the PIMA recommendations and move toward environmentally-friendly productive practices.

In a complementary project, the Integrated Management District of Macarena Norte began a process of articulation with the Government of Meta and its institutions, presenting the PIMA in order to request the cooperation of international, national, departmental, and regional entities on certain activities, with a view to avoiding duplication of projects, and to increase the plan's impact in the territory. CELI-Central is funding this initiative in its entirety with a donation of \$166,667 in technical assistance.

4.4 SOUTHERN TOLIMA

Cross-Cutting

▪ Rural education in action



Students in a rural school in Planadas

Following workshops in 18 population nuclei in the consolidation municipalities, Colombia Responde and the UACT found that in 52 *veredas*, communities experienced difficulties in accessing education due to large distances, lack of transport, lack of school food, and the cost of school fees. The result has been high drop-out rates in rural areas, particularly in the 6th, 7th, and 1st primary grades. Colombia Responde has been supporting public policies to guarantee access to, and continuity in, education for all children and youth at every educational level, with particular emphasis on closing the urban-rural gap, practical teacher training, and flexible educational models.

The initiative was officially launched in July, and the first part of the educational packages was delivered in the four municipalities of Southern Tolima in August, including a three-day workshop on “Situational Professional Development and Flexible Education Models” for the training of 170 educational professionals. August also saw the completion of sports grounds in every municipality, and the beginning of the final legalization and financial closure of the projects in advance of handing them over to the community.

In September, preliminary evaluation reports were presented in the four Educational Institutes (IE), and nine Productive Pedagogical Projects and systemization proposals were formulated and handed over to the Educational Secretariat. An agreement on the realignment of the Institutional Education Plan (PEI) and the participative formulation of progress plans was also signed by the IEs.

CELI-Central is providing \$926,597 to support this initiative, with further funding of \$2,315,639 coming from public funds.

Social Development

▪ Supporting sports and healthy habits in young people

COLDEPORTES has been working with municipalities in Southern Tolima to expand the region’s athletic and leisure infrastructure and organization. Four hundred girls, boys, and youths have felt the benefit of this initiative, as have those being trained as sports instructors through the region’s educational institutions. Colombia Responde and the UACT have become involved in the project as it begins its expansion throughout Southern Tolima, providing donations of uniforms and essential sporting equipment so that populations vulnerable to forced recruitment and violent home and community environments can enjoy a new, safe physical and conceptual space in their lives.

This quarter, community meetings were held at each site, and decisions were made on the types of competitions, methodology, and prizes that will be provided by COLDEPORTES. The pre-inscription process has been completed; the database of participants updated; and sports kits and equipment delivered in the municipality of Chaparral and Ataco. The provision of uniforms and sporting equipment in Herrera has been opened to bids. In September, classes were run according to plan in Rioblanco and Chaparral, where inter-*vereda* sporting and ludic events were held. Classes have been suspended in Planadas, as the municipality has not renewed their sports



Inter-*vereda* competition, Rioblanco

management contract.

An expansion of the project, which will reach an additional 300 children and youths, was also approved in August. CELI-Central is contributing \$72,980 USD and leveraging \$157,822 USD in counterpart contributions from the public sector.

- **Technical training for young people**

CELI-Central formulated this activity in response to the need for higher education and technical training options for young people expressed during *vereda* workshops, by mayoralties, by Young Colombia, and by the Education Secretariat of Tolima. The Departmental Education Secretariat is concerned about, and obliged by Law 115 of 1994, to provide transversal educational projects, with particular attention to justice and democracy (building citizen abilities), environmental, and sexual education, with a view to building the leadership and skills of young people. This initiative aims to provide technical post-secondary training in risk management for youth in Southern Tolima. More than 750 students enrolled in the program, with an overwhelming participation of women, who make up more than 60% of participants.



Youths attend seminars at the International School of Civil Defense

In September, the Civil Defense Committee delivered uniforms and compiled a final database of direct beneficiaries. Following comments made by field professionals about the disregard for schedules, the delay in the syllabus, and high drop-out rates, a new meeting was held with the Civil Defense, during which they agreed to take on the conclusion of the technical training. CELI-Central is providing \$99,893 USD to support this initiative, and has leveraged \$210,550 USD from the Defensa Civil and the municipal governments.

- **Strengthening productive organizations**

Colombia Responde and the UACT have been offering productive organizations in Southern Tolima technical support in formulating effective business plans, and consequently improving access to national funds. This is being done in collaboration with the MADR's Special Technical Assistance Program (ATE), SENA, and the Tolima Center for Productivity.

In July, Colombia Responde accompanied 20 productive organizations in presenting their projects before the Local Committee for the Approval of Productive Projects (CLAP). All 20 received approval with high qualification: an unprecedented success rate. In August and September, Colombia Responde ran Operative Committee meetings, during which representatives talked through the project and their expectations. Colombia Responde also worked with representatives from productive organizations, discussing the different services that their associations could offer their members, and preparing and implementing their business plans.

The project is receiving \$225,322 from Colombia Responde, with further funds of \$295,000 coming from producers' associations, and public institutions, SENA, FINAGRO, and the Tolima Center for Productivity.

Economic Development

- **Post-harvest support of specialty coffee productive alliances**

Colombia Responde and the UACT have been supporting three productive alliances made up of small groups of specialty coffee producers participating in the MADR Productive Alliances Support Project (PAAP). CELI-Central complements the project by providing post-harvest infrastructure and equipment allowing efficient on-site processing of coffee that will allow producers to increase the quality of their coffee grains, and better manage post-harvesting waste material. This coffee, being a product with higher market value, should be produced using a quality-controlled process that boosts the beans' distinct characteristics and complies with current environmental standards.

This initiative has been in its concluding stages this month, with final investments in materials and site visits being made to check on the installation progress of the Be4-type processing stations. Of the 29 members of the AOCEAS-Herrera association, over 90 percent have installed their processing infrastructure correctly, and are now using their motors and pulpers. The activity executed in collaboration with ASOMUPOR concluded on September 8, and of the sites visited to date (58%), all have completed the construction of their shelters, ditch, tank, and hopper.

Colombia Responde has provided \$341,645 in funding, with a further \$2,861,700 coming from the coffee-producing associations themselves. In a complementary project, Colombia Responde is providing \$340,330 to support the post-harvesting processes of a further three productive alliances (Casa Verde, ACEDGA, and ASOQUEBRADON) of small-scale specialty coffee producers. In August, initial site visits and assessments have been made, agreements signed, and training given in the management of agrochemicals and use of protective clothing. In September, materials were delivered to ACEDGA Planadas and Gaitania. In coordination with ASOQUEBRADON, three workshops on organic fertilizers and solid waste management were run, and 50 site visits were made to ensure that methods learnt in environmental training are being implemented and to assess the current status of cultivation. And with Casa Verde, 13 site visits were carried out by the Be4 professional, 19 technical visits were carried out, and training in solid waste disposal was run.



Delivery of final materials to members of ASOMUPOR

Good Governance

■ Improving revenue collection systems in Southern Tolima

The need to modernize management, and improve municipal revenue collection systems has become obvious over the past decades. Upgrading these systems will reinforce municipalities' administrative capacities and increase local resources, efficiency, and effectiveness in providing services, and addressing community development needs. Increasing municipal funds is a fundamental part of the governmental strategy to guarantee the financial sustainability and viability of its territorial entities. This activity is based on a fiscal and financial adjustment program, monitored by the Internal Revenue (Ministerio de Hacienda), which aims to increase revenue incomes by between 20 and 25 percent. The support given is complementary to territorial organization and cadastral updating plans, and is formulated within the institutionalization, participation, and good governance pillars of the PNCT. Within this framework, donations of up-to-date accounting software will be made to municipal administrations, along with a capacity-building package which will ensure their effective use.

In August, Colombia Responde and the UACT met with the contractor (CONSUCOL S.A.S.), the four municipal administrations, and the hacienda and departmental planning secretariats, to review the technical, judicial, and administrative assessment of the fiscal and contributory structure of each municipal administration presented by CONSUCOL S.A.S, and to highlight priority areas for training and capacity-building activities. In September, CONSUCOL S.A.S. continued working with civil servants attached to the Hacienda Secretariats in each municipality, advancing empowerment and capacity-building whilst also adjusting the revenue statutes.

CELI-Central is contributing technical assistance and resources worth \$208,588 and has leveraged funds of \$504,243 from public sources.



Working session with the municipal council and civil servants from the Hacienda Secretariats and Internal Control, Rioblanco

▪ Implementing the Victims Law

Estimates suggest that in the four municipalities of Southern Tolima, up to 55,816 people had been displaced by the armed conflict by January 2011. In order to respond to victims' needs, local institutions have requested technical assistance in strengthening their management capacity at different territorial levels.

In July, Colombia Responde and UACT helped select the contractors that will outline a management strategy for the Territorial Attention Plan (PAT), which will support victims in accessing their rights. Seven professionals, headed by a coordinator, and showing expertise in planning and public policy, social infrastructure, income stimulation, and information reviewing to compile returns plans made up the team. Public meetings were also held with the *veredas* of Balsillas, Canoas, San Roque, among others, in order to discuss the strengthening of administrators' capacity and the compilation of plans for resuming the restitution and reparations process.

At the beginning of August, a team of consultants were contracted, and a meeting with the Victims' Unit was held. They presented the current situation of the advancement and implementation of the Territorial Attention Plans (PAT), Return Plans, and pathways for individual and collective reparations in the four municipalities. The consultant group then visited the four municipalities in order to carry out information and review meetings with the civil servants responsible for attending to victims, and municipal ombudsmen. They formulated implementation agreements, links between the municipality and the team, a schedule for visits and commitments to planning, return plans, and projects.

In September, support was given for return plans of Puerto Saldaña in Rioblanco, and Balsillas, San Roque, Canoas la Vaga in Ataco. The subscription of volunteer activities within the returned community also progressed, under the leadership of the UARIV. Progress was also made on the inclusion of access to rights and resources information in the municipal planning instruments, as well as the laying out of information for a better service of victims' needs in each municipality.

CELI-Central has contributed \$156,805 to this project, with a further \$388,203 being provided by the Governorate of Tolima, municipalities, and the Victims' Service.

▪ Strengthening citizen participation for rural governability



Workshop held in Planadas

One of the most pressing weaknesses found in the rural areas of Southern Tolima is the lack of participation of local actors in the decision-making and management processes of the territory. Centrally designed public policies have not taken into account the development vision of the people on the ground, and interventions have therefore had little impact, despite large investments of economic and human resources. This activity was therefore designed to strengthen the participatory and leadership capacities of community actors, particularly with regards to the provision of public services.

In September, the University of Ibagué continued raising awareness of the project, its objectives, challenges, products, and achievements with municipal administrations, and association and community leaders. Four sessions were run, with an average attendance of 70 people. On September 27, the first working workshop was run with the community and organizations of Rioblanco, which more than 70 representatives from coffee, cocoa, bean, and avocado productive organizations attended.

CELI-Central is investing \$458,064 in the initiative, and leveraging a further \$211,111 from departmental and municipal funds.

Infrastructure and Connectivity

▪ Improving sanitation and drinking water for rural families

The farms of the coffee-producing micro-regions of Tolima are situated on steep hillsides, where they are isolated and rely, for the large part, on collective public services such as aqueducts. Drainage and sanitary systems, on the other hand, are mainly individual, with domestic wastewater either being thrown into latrines or directly onto the land or into surface water sources. Both of these cases cause the pollution of water sources, increasing the incidence of gastrointestinal illnesses in the surrounding community. This activity was designed to upgrade four aqueducts to improve the supply and quality of water to four communities, to install 100 individual water treatment systems, and to raise awareness of the efficient use of water. The contractual instrument for the upgrading of the Polecito aqueduct was signed in September, and information events were held with the communities in Ataco.

CELI-Central is providing \$277,778, and leveraged funds of \$676,667 from community and public sources.

▪ Linking and developing rural communities



270 miles of reinforced concrete tracks have been constructed in Rioblanco

Colombia Responde and the UACT have been collaborating with municipal, government, Contrato Plan, and Fondo Paz entities in an initiative to boost the economy of productive microregions in Tolima. They are doing this through the improvement of the region's road networks, providing local producers with access to commercial centers.

In August, Colombia Responde signed another contract for the improvement of the road between Chaparral and Risalda, and work was begun on three points of the road in September. Works began on the upgrading of the Yee-Porvenir-Quebradon road in Rioblanco, where 270 miles of reinforced concrete tracks have been laid, and work has begun on two drainage systems with CELI-Central resources. In the upgrading of the Planadas-el Rubi road in Planadas, three reinforced

concrete walls have been constructed to stabilize the roadside, and work has begun on the fourth.

In all cases, materials were provided by Colombia Responde, road grading machinery was provided by the municipalities, and the workforce by the communities. CELI-Central is providing \$599,946 for the project, with remaining funds of \$4,757,003 being leveraged from the government of Tolima, the municipalities, and the community.

Land

▪ Logistical support to the administrative phase of the restitution process

One of the problems Colombia faces with regards to land is the insecurity surrounding property rights, which causes difficulties in access to rural property, high levels of informality, and the dispossession and massive abandonment of lands caused by illegal armed groups. Another is the high concentration of land amongst the few (according to the UN's 2011 Human Development Report, 52 percent of lands are in the hands of only 1.15 percent of the population, a figure which reflects one of the worst levels of inequality in the world), conflict over its use, and how to redistribute and recuperate it for appropriate use. The restitution of lands is complicated by the fact that more than half the displaced population never held properly registered land titles, and therefore cannot turn directly to the State to evaluate their rights.

Colombia Responde and the UACT have been supporting the formalization of land titles by strengthening the institutional capacity of the Restitution Unit (UR) through the contracting of 17 arbitration professionals. In July, Colombia Responde and the Land Restitution Unit (URT) held community conferences with applicants with rulings made on their cases in the *veredas* of Canoas San Roque and Balsillas in the municipality of Ataco. Through a social

lunch and the creation of a mural, onto which participants attached notes representing their commitments, agreements and actions to be completed, information about the joint responsibility of families who have received a judgment on their lands was shared and discussed. The symbolic delivery of 16 terrains was carried out at the same event, 8 in the *vereda* Canoas San Roque, and 9 in the *vereda* Balsillas.

As this project is to close in mid-October, the subject of the 10th operative and monitoring meeting held in August was to verify pending tasks, and take note of requirements for their completion. Colombia Responde also undertook to set out a check list of all the required documents, indicators, and justifications to guide the closeout process. Colombia Responde is contributing \$840,037 to this initiative, and is leveraging a further \$2,374,943 from public funds.

- **Support for the clarification of rights and property legislation**

This project emerged from the experiences gained in supporting land restitution, and the realization that the clarification of property rights needs to become a fundamental part of the planning and legislation of the national territory, in which small producers often do not have a formal material base from which to develop their economic activities. This activity aims to clarify expectations and promote access to the financial sector to make commercial processes, such as harvest, post-harvest, and commercialization, more sustainable.

In August, two meetings were held with the Formalization of Rural Property Program, during which the different aspects of Colombia Responde's interventions were discussed. In Southern Tolima, the municipality of Chaparral has been prioritized, and Colombia Responde will be carrying out activities in two areas, with a total of 136 beneficiaries. The drawing up of the terms of reference for contracted consultants has begun.

CELI-Central is providing funding of \$258,000, leveraging counterpart funding of \$242,039 from IGAC, INCODER the MADR, and private sources.

5 SUCCESS STORY

“ESCUELA Y CAFÉ” INITIATIVE FOR YOUNG COFFEE PRODUCERS IN SOUTHERN TOLIMA

Escuela y Café is a technical and pedagogical project supported by the Rural Education - New School Model, which articulates coffee-related topics through formal education to create a relevant educational model for young farmers, thus promoting a generational shift and a sense of belonging which encourage young people to participate actively and sustainably in, and lead, the development of their rural communities. The project provides training, technical assistance, supplies, entrepreneurial guidance, and applied use of ICTs. It also involves the implementation of a modernized production model on one hectare of land managed by each participant, and their families.



Participants in the “Escuela y Café initiative look after their coffee seedlings

Through Escuela y Café, 3,998 young Tolimenses from grades 8 through 11, spread over 29 schools, will receive classroom training about coffee, farming practices, post-harvest processes, and entrepreneurship. Of these, 500 young people will establish a business project on their farms with direct assistance from their families, thus making use of a total of 500 ha of coffee (one hectare per participant) and receiving additional supplies, tools, materials, technical assistance and resources to create a revolving fund.

The project was officially launched on June 30, with more than 50 children from the municipalities of Rioblanco and Planadas attending the ceremonies at the Coffee Training Center (Centro de capacitación cafetera - CECAF) in Libano. Since then, Colombia Responde and the UACT

have run teacher inductions, readied the pedagogical modules, supported the matriculation of 500 students to the school, and carried out analyses of more than 371 soil samples. They have also delivered supplies for the setting up of the students’ hectares of coffee cultivation, including those for the construction of germinators and seedbeds. The team supported this through field training events (14 in September, with the participation of 250 students), during which they taught basic seedbed construction techniques, and reiterated the importance of environmental awareness, and the use of soil samples, and through 200 supervisory field visits.

The Social Business Component has continued training activities (12 in September, with the attendance of 174 students) focused on managing the coffee enterprise, leadership and teamwork skills, coffee-growing institutionality, and formulating work plans. They also ran 14 workshops to train 160 students in conflict resolution, and dealing with themes such as impartial agreements, respect for difference, teamwork, effective leadership, and self-reflection. A coffee-tasting course also began at the end of September, and so far 110 students have been trained at CAFISUR’s quality laboratories in Planadas, Chaparral, and Bilbao de Planadas. The Pedagogical Component has been adjusting the Institutional Educational Project (PEI), to ensure that the schools are included in the document, as well as being articulated with the Productive Pedagogical Projects (PPP). An event was run on September 23 to share information on the project and its achievements to date.

CELI-Central has supplied the project with \$859,447 in farm investment, and technical, business and administrative assistance. Further finances of \$2,134,878 come from private, municipal, and public funds.

6 OPERATIONAL CONTEXT

6.1 NATIONAL

Following the reelection of President Santos, security forces continued their attacks on the FARC and ELN. Since Santos announced peace talks with the ELN, there has been an increase in attacks, likely an attempt to gain more leverage at the negotiation table. A new round of peace talks between the government of Colombia and FARC began in August, and members of the military met FARC guerillas for the first time. On September 25, a 65-page document outlining the partial consensus reached on three of the six-point agenda was publically disclosed. However, conflict still continues, feeding the relatively tenuous nature and pessimistic attitude regarding the outcome of the talks.

Political/Peace Talks

Santos officially began his second presidential term on August 7, promising to bring complete peace, equality, and education to Colombia by 2025, through a new social pact which would take the best from the Left and the Right. Santos ran on the referendum of peace, and his supporters have hailed the progress of peace talks with the FARC, and those forthcoming with the ELN, as a guarantee for future peace in Colombia. Since they began in 2012, the peace talks have yielded promising agreements, which Santos highlighted during his address at the General Assembly of the United Nations in New York on September 25.

The talks restarted on July 15, and on August 22 members of the military met with FARC guerillas for the first time, and both sides met with relatives of victims before recommencing the talks. To date, nearly 6.7 million people have registered as conflict victims. The peace negotiations reached a milestone on September 25, when a 65-page document highlighting partial consensus on three of the six-point agenda was publically disclosed, introducing transparency and credibility to the process. Unanimous agreement was achieved on the need for land reform, facilitating political participation for demobilized rebels, and integrating efforts to combat illegal drug production. However, various issues have yet to be settled, and the success of this decisive phase is far from certain. Two key obstacles to the peace process are the government's refusal to establish a ceasefire, and opposition from the extreme right-wing and key sections of the military.

August also saw the publication of an interview with Andres Sepulveda, the alleged hacker accused of spying on the peace talks. During the interview, he claims to have worked with active members of the Colombian military to gain privileged information and communications during his time working on Oscar Ivan Zuluaga's campaign, in order to sabotage the talks and damage Santos' image leading up to the presidential elections. On September 29, the GOC pledged to increase internet security measures after reports that the email accounts of Humberto de la Calle, chief government negotiator in the Havana Peace Talks, had been hacked.

Security

Progress made during the peace talks has not led to the discontinuation of violence, indeed President Santos ordered the military and police to escalate operations against FARC and criminal gangs. The conflict between government troops and FARC rebels was particularly intense over this quarter, with UNOCHA registering a 61 percent increase as compared with August 2013. According to Monitor reports, combats and attacks increased by 50 percent in August. FARC-EP guerrillas participated in 57 per cent of these incidents, including unilateral attacks and armed clashes with the Armed Forces. The most affected departments were Antioquia, Cauca, Arauca, Nariño and Meta. The ELN also increased its activity, likely as an attempt to show strength and gain leverage for the forthcoming talks.

During the month of September, more than 150 death threats were made against human rights activists, journalists, and politicians, as part of an intimidation campaign against those involved in the peace talks. The UN called on the GOC to provide safety and protection to those threatened, but the National Protection Unit is currently mitigating a 74 billion USD budget deficit, compelling many potential victims to finance their security privately. The National

Indigenous Organization of Colombia (ONIC) posited in a September 26 report that armed conflict and forced displacement are the principal threats to indigenous communities in Colombia. They called on all armed groups to respect their right to neutrality, to abstain from involving them in the conflict, and to halt the exploitation of indigenous lands for territorial advantage.

In September, President Santos met with his Peruvian counterpart, Ollanta Humala, to establish a bilateral committee that would combat illegal activity along the border and strengthen transnational cooperation. The efforts should benefit local populations economically, replacing illicit market activities with legitimate opportunities. The augmented security presence in the region will likely discourage drug trafficking, and reduce ancillary violence and criminal activities that have afflicted local municipalities.

Civil/ Humanitarian

During the week of August 8, protests occurred in the state of La Guajira, during which demonstrators clashed with police over the worsening drought, setting fire to cars and setting up roadblocks in an effort to deter riot police. As a result, nearly 70% of schools and businesses were closed. The following week, multiple protests took place throughout the country, specifically regarding issues of poor infrastructure, droughts, and water and electricity shortages. In Putumayo, about 25,000 farmers took part in ongoing protests regarding the awarding of oil contracts and the government use of aerial fumigation against coca crops. Street vendors responded angrily to the closing of informal sales booths. On August 22, demonstrations in southwestern Colombia ceased after government officials conducted preliminary talks with local organizers on issues related to healthcare, education, and improved electricity. Heavy rains during the last week of August caused flooding and mudslides, precipitating a series of protests and disrupting traffic. On August 28 torrential rain in Atlántico and the city of Baranquilla killed one and affected almost 1,500 residents.

Several independent investigations are finding evidence of ties between mining organizations and rebel groups. According to the Dutch NGO Pax for Peace, Drummond Ltd and Glencore subsidiary Prodeco sponsored paramilitary groups in the region, contracting murders and displacements in order to support their business interests. Sixty-four former associates and employees of Goldex are also under investigation for money laundering and reporting false exports. Prosecution of these organizations could assist in dismantling the financial goals of the rebel groups, although it remains to be seen whether the security situation would worsen or if rebel groups could find new paths to launder money.

6.2 CAQUETÁ

After the dismissal of Governor Víctor Isidro Ramírez, Caquetá suffered a period of judicial insecurity, with Julieta Gómez de Cortés stepping in to cover his duties while a new candidate was selected by the president. At the end of September, the economist and specialist in socio-economic evaluation, Martha Liliana Agudelo Valencia, was selected, and will remain in office until December 31, 2015.

The Departmental Health Ministry organized an integrated weekend of health for the victims of antipersonnel mines in the María Inmaculada Hospital on July 15 and 16. Attendees received medical and psychosocial support, in line with the attention approved by the Transitional Justice Committee. On August 8, Caquetá's Harry González spoke out in the Chamber of Representatives, highlighting the number of caqueteños who have been severely affected by the armed conflict - of its 500,000 population, 280,000 are registered as victims - and decrying the fact that national and regional victims' forums had overlooked the department. In September, he ran a number of peace workshops in Caquetá, sharing information on the peace process, and analyzing the concerns and expectations of the people of Caquetá. One key topic was the need for a policy change away from the fumigation of coca crops, towards those that back the legal subsistence of caqueteños, including investment in road and electricity networks, social projects, and support for the productive sectors of the region. At the beginning of the same month, President Santos visited the soldiers in Larandia, discussing the peace talks, and urging them to redouble their military efforts against the FARC.

The confrontations between armed groups continue in the department over this quarter. On July 27, seven members of FARC's 15th Front fired on a National Police patrol in Solano, killing one and injuring three more. At the end of

August, a car bomb went off 500 m from the Batallón Liborio Mejía in Florencia, injuring four soldiers, and damaging nearby buildings. National forces continued their offensive against armed groups, with results including the finding and destruction of various caches of ANFO and pentoflex, antipersonnel mines, detonators, cocaine hydrochloride, and coca paste; the finding of a FARC communications center on August 11, which contained instruments worth over \$20,000; the capture of a number of FARC members, most significantly the 14th Front fighter known as “Llanero”, who is accused of orchestrating an attack which left a civilian and two police officers dead, and severely injured another last April; and overseeing the voluntary surrender of the combatant known as “Faustino”, who had been in Farc’s 15th Front for 14 years.

In a meeting on August 11, the GOC offered 98 sites for the exploitation of hydrocarbons in Caquetá, 19 of which were earmarked for schist and lutite oil and gas fracking. Caqueta’s location in the rich Caguán-Putumayo geological mining area leaves its residents at the mercy of national-level policies for the exploitation of their subsoil, as well as to illegal mining operations.

6.3 CAUCA/ VALLE DEL CAUCA

Continuing strong winds and rain severely damaged the homes of 150 people in Cauca on July 3. The delivery of humanitarian aid was complicated by the remoteness of the affected area, access to which is by 12-hour mule ride. Access was also hampered by the bad state of paths after the heavy rains, which caused at least five landslides. Soldiers from the Infantry 8th Battalion, in coordination with the district attorney’s office, confiscated more illegal gold-mining equipment, bringing their 2014 total to 17, and captured three people who were illegally extracting gold in the rural area of Buenos Aires. The suggestion is that this activity has become an important source of funds for illegal armed groups, as well as severely affecting the environment and natural resources.

Operations continued on both sides of the armed conflict in Valle and Cauca this quarter. On July 30, an explosion destroyed part of the Pan-American Highway close to the bridge over the Ovejas River, between Popayán and Cali. In August, three patrol officers were killed in a guerrilla attack on the Pan-American Highway in southern Cauca, prompting the closure of businesses and the evacuation of schools in case of an attack against the people of El Bordo. In Altamira, four guerrillas died in confrontations with army forces. A convoy of petrol tankers was also detained and set alight on the road between Huila and Cauca on August 5, supposedly by the FARC. Seven police officers were killed and five injured after being ambushed by the FARC and criminal groups near to Córdoba in mid-September. Eight journalists have been threatened by the “Rastrojos” and “Urabeños” criminal groups, following their coverage of the arrest of Fanny Grueso Bonilla, “La Chily”, suspected of owning a torture house in Buenaventura, at the end of September. These threats are in addition to those received by 160 human rights defenders and journalists over the past weeks.

Reports from the Armed Forces this quarter include the death of the chief of the “Alirio Torres” mobile column of the FARC, Aníbal Guarín Herrera or “Tomate”, who was accused of aiding in the kidnapping of 12 representatives of the Valle Departmental Assembly in 2002, eleven of whom died in captivity; the capture of “Manuel Mayor”, a member of the FARC accused of more than 40 counts of terrorism; the seizing of a haul of marihuana worth approximately 1,600 million pesos; and the seizing and safe disposal of explosive devices including pentolite and antipersonnel mines. A day of assistance for those affected by antipersonnel mines was held in Popayán on August 29, with the delivery of prostheses, wheelchairs, and a message of understanding and nondiscrimination.

The municipal council of Caloto held a security meeting with the community, business community, and police officers in August, during which crime, drug abuse, and how to reduce them were discussed. One suggested measure was to install community alarms. During a raid in the Valle del Cauca at the beginning of September, authorities captured six suspected members of petty crime organizations in the region, finding several pistols and narcotics on their persons.

6.4 META

Authorities reported an attack made on an aqueduct in Granada on July 26, an act which was attributed to the 53rd Front of the FARC, and which left almost 60,000 people without water. Three days later, an attack was carried out on the energy tower 393, in the municipality of Puerto Gaitán, leaving 63 oil wells without power. Meta has been the site of a wave of infrastructural attacks since July 5, most of which have been attributed to the Western Block of the FARC. Twelve union leaders have spoken to the high commands of the army, air force, and police of the problems facing them following the recent upsurge in insecurity and public disorder in Meta. The situation has slowed external investment, which accounts for up to 70 percent of the total, as people fear that Meta is falling back into the violence of the past.

Military reports highlight the capture of a number of FARC members, including “Leónidas”, 2nd chief of FARC’s 26th Front, who had been in the FARC for 17 years. A man believed to have been the chief of finances of the criminal group “Bloque Meta” was also captured on August 8. In mid-September, the commander of the army’s 7th Brigade announced the death of “Yeison Machaco” and “Maicol Cuéllar”, both of whom had been working in extortion and finance for the FARC’s 26th and 53rd Fronts, and of four other guerrillas who died in the same attack. The army also cleared four minefields in Uribe and Vista Hermosa this month. The explosives had been placed there by the FARC’s 27th Front.

The business and working community of San Martín made their complaints against Vector Geophysical S.A.S. and their contractor Ecopetrol public this month, claiming a debt of \$4,722,222 in damages, services provided, and workers’ salaries. Similarly, on September 20, the community of Vista Hermosa blocked the road to Piñalito in protest against the debts owed the community by Petrominerales. On September 26, the Governors of Boyacá, Cundinamarca, Meta, and Tolima signed an administrative agreement, coming together to become the Central Special Administrative and Planning Region (RAPE Central). The administrative region will work in four main areas: environmental sustainability, mobility, competitiveness, and food and rural security.

6.5 SOUTHERN TOLIMA

Between June and July police detected almost 300 calls demanding up to 5 million pesos in return for the promised safety of members of the business communities’ families and properties. Most of the calls were made from the Picaña Prison, Ibagué. Armed confrontations also continued this quarter, the results of which are summarized in the following. Two members of the FARC’s 21st Front, accused of attacking public and private vehicles, extortion, and the murder of three soldiers, were killed in the *vereda* La Lorena in July. A FARC camp, big enough to shelter more than 20 guerrillas, was found in Chaparral on July 15, and three further guerrillas also captured. Hipólito Silva, who, after a 30-year membership, was known as one of the veterans of the FARC, was captured in Rioblanco in early August, suspected of having taken part in the FARC’s attack on Puerto Tolima which led to the displacement of its 400 inhabitants two years ago. Alias “Simón Bernate,” member of FARC for over 14 years and political head of their Central Command, handed himself in to authorities in Planadas at the end of this month. At the beginning of September, the army discovered a stockpile of arms belonging to the FARC’s 21st Front, which operates in Southern Tolima, in Chaparral.

During the first half of July, inhabitants of Piedras set up roadblocks on several rural roads in order to stop Ecopetrol and Interoil tankers from passing until they fulfil the promises they made the community several years ago. These agreements included the improvement of *vereda* roads like those around La Manga de la Ceiba, Manga de los Rodríguez, and Chicalá, through which heavy tankers pass daily. The community also demands that the petroleum firms contract their workforce locally, and that they make contributions to the municipal hospital, which is in a precarious state at present.

Despite being located close to the Magdalena, Luisa, and Coello rivers, El Espinal, a municipality of 80,000 inhabitants, is suffering from a lack of water because of poor infrastructure and cuts. Officials insist that the problems have arisen as a result of improvements being made to the urban network, toward which the government has invested \$3,333,333. The Risk Management centers of Caldas and Tolima held their first regional information

exchange meeting this month to share their experiences of the behavior of the Nevado del Ruiz volcano, which erupted to catastrophic effect in 1985. The volcano is currently on a level yellow alert, meaning that there have been changes in its volcanic activity. Tolima has developed contingency plans, evacuation routes, and early warning systems, which they would like to share with Caldas.

7 OVERALL PROJECT STATUS

7.1 PROGRAM MONITORING AND EVALUATION

As detailed in Table 4, 1,592 rural households directly benefitted from USG interventions this quarter. Of particular note is the support given to 57 formalized properties and 114 restitution cases. The target for the number of strategic rural and economic development programs with territorial approach implemented in CSDI municipalities was also fulfilled, largely due to the support given to the MADR's new CMDR program. Similarly, this quarter sees the advance of new social programs called "Sports Management and Outside Healthcare Attention," which have also neared their lifetime goals. In line with the PMP, this quarter sees the reporting of an Organizational Competence Index (ICO) of 56.74, which far exceeds the target of 30 points.

TABLE 4: PRINCIPAL INDICATORS AND GOALS – Q4 FY2014 AND LOP

USAID Development Objective	Ind. #	Performance Indicator Name & Definition	TARGET LOP	QR4 FY14	ACUMULATIVE FY 2014	ACUMULATIVE LOP	% LOP
DO-1: Civilian government presence in CSDI zones consolidated	DO1-006	Public funds leveraged in CSDI zones attributable to USG Interventions (USD million)	\$ 144,000,000	\$ 7,336,662.21	\$ 65,407,297.68	\$ 93,451,749.99	64.90%
	DO1-008	Number of rapid impact projects implemented by USG implementers	150	3	9	220	146.67%
	DO1-010	Number of strategic national social programs implemented in CSDI zones.	15	2	9	13	86.67%
	DO1-011	Number of people benefitted by national social programs implemented in CSDI municipalities.	40,000	3,326	9,854	27,767	69.42%
	DO1-012	Number of beneficiaries receiving improved infrastructure services. (F 4.4-8)	90,000	7,515	36,716	121,764	135.29%
	DO1-025	Number of CSO members supported by USG assistance	7,400	534	2758	3,300	44.59%
	DO1-026	Change in Index of Organizational Capacity (ICO) of CSOs supported by USG assistance	30	56.74	56.74	56.74	189.13%
	DO1-030	Number of strategic rural and economic development programs with territorial approach implemented in CSDI municipalities	8	1	6	8	100.00%
	DO1-031	Number of people benefitted by strategic rural and economic development programs with territorial approach, implemented in CSDI municipalities.	100,000	15,920	42,923	43,000	43.00%
	DO1-032	Private sector funds leveraged in CSDI zones attributable to USG Interventions (USD million)	\$ 50,000,000	\$ 1,390,114.68	\$ 10,097,902	\$ 11,956,976.86	23.91%
	DO1-033	Number of private-public alliances formed	15	2	6	22	146.67%
	DO1-034	Number of rural households benefiting directly from USG interventions (F 4.5.2-13)	25,000	1,592	6,734	9,575	38.30%
	DO1-036	Total value of CSDI projects approved (USD million)	\$ 211,500,000	\$ 30,568,216	\$ 122,120,710	\$ 289,154,202	136.72%
	DO1-037	Total value of CSDI projects completed (USD million)	\$ 188,000,000	\$ 14,790,058	\$ 91,952,809	\$ 139,376,620	74.14%
	DO1-040	Number of formalized properties supported in CSDI municipalities	1,500	57	604	604	40.27%
	DO1-041	Number of restitution cases supported in CSDI municipalities	900	114	1912	1,912	212.44%
NCI: Non Contractual Indicator	NCI-004	CELI Central resources committed to strengthening activities for national, regional and local level public institutions	\$ 700,000	\$ 1,433,390.14	\$ 5,266,360.04	\$ 6,457,222.63	922.46%
	NCI-005	Number of national, regional and local level private institutions (associations, NGO's, guilds, etc.) that have recieved USG resources for strengthening	200	11	160	169	84.50%
	NCI-006	Resources committed as a result of strengthening support provided to national, regional and local level private institutions	\$ 1,000,000	\$ 970,809.49	\$ 2,411,141.85	\$ 3,041,441.52	304.14%
	NCI-009	Number of additional hectares under improved technologies or management practices as a result of USG assistance	2,000	325	2,606	3,062	153.10%
	NCI-010	Number of kilometers of new or improved tertiary roads assistance	600	49.4	324	384.59	64.10%
	NCI-011	Number of social infraestructure activities completed	300	4	25	42	14.00%

Performance Monitoring Plan – The Performance Monitoring Plan (PMP) is based on the program contract, input from USAID, and lessons learned in the field after three years of operations. A new version was approved in August 2013, incorporating six new indicators for a total of 27 contractual indicators, of which eight are under the purview of USAID’s M&E Program.

The M&E team carried out a range of oversight activities during the fourth quarter of FY 2013, holding visits to project sites and verifying that operating committee and oversight committee meetings were held as planned in order to ensure proper community participation, ownership and supervision of activities. These committees make up an important aspect of CELI-Central’s exit strategy, as they are also essential to ensuring that community members have the capacity to independently oversee future activities. Table 5 lists the oversight activities that took place across components in the fourth quarter.

TABLE 5: MONITORING ACTIVITIES – Q4 FY2014

Component	Site Visits	Operating Committees	Oversight Committees
Social Development	42	13	7
Economic Development	115	40	31
Good Governance	17	7	1
Infrastructure/ Connectivity	31	34	16
Land	8	6	1
Totals	213	100	56

Environmental Monitoring – During the fourth quarter of Fiscal Year 2014, several environmental requests were submitted to USAID through the Monitor information system for approval. Significant results for the environmental area can be summarized as follows:

- Ten categorical exclusions were requested, and fourteen categorical exclusions were approved (some from previous quarters).
- Nine environmental reviews were submitted and eleven environmental reviews were approved (some from previous quarters).

Also, continuing with a yearlong effort, several contributions were made to improve and move forward the Monitor information system.

Environmental IQC - The environmental IQC began operation on April 1st, 2013, with two main lines of action: first, in the case of Environmental Reviews, it serves to carry out the environmental training that derives from the environmental approvals; second, it serves to perform field visits to review the implementation of the environmental management plan. Results since the start of these efforts can be summarized as follows:

- Eighty-eight training sessions carried out.
- Fifteen field visits performed.
- Seven hundred and thirty-three people trained in environmental good practice.
- Sum invested in these actions: USD \$96,953.

The training sessions follow a three-point methodology: information-sharing, contextualization, and conceptualization. In implementing this plan, positive and negative biophysical (water, air, soil, biodiversity resources) and socioeconomic impacts of our work or activity are analyzed in detail. Training days are also complemented by demonstrative practices, which apply ecological criteria to overcome the impacts of the activities.

7.2 CONTRACTS AND GRANTS

TABLE 6: FUNDS COMMITTED Q4 FY2014

Component	# Activities	CELI funding committed	Counterpart private funding committed	Counterpart public funding committed	Total
CROSS-CUTTING CONTRACTS	1	279,444.44	-	-	279,444.44
ECONOMIC DEVELOPMENT	8	3,753,771.15	2,492,740.30	3,869,981.92	10,116,493.37
GOOD GOVERNANCE	0				-
LAND	3	688,555.56	331,333.33	234,713.49	1,254,602.38
SOCIAL DEVELOPMENT	1	276,766.67	82,288.89	150,111.11	509,166.67
SOCIAL INFRASTRUCTURE & CONNECTIVITY	3	1,908,340.71	91,333.33	16,408,834.95	18,408,509.00
Total general	16	6,906,878.53	2,997,695.86	20,663,641.47	30,568,215.86

TABLE7: FUNDS EXECUTED Q4 FY2014

Component	# Activities	CELI Executed	Counterpart private funding executed	Counterpart public funding executed	Total
CROSS-CUTTING CONTRACTS	1	276,833.56			276,833.56
ECONOMIC DEVELOPMENT	8	1,928,509.67	1,339,071.50	1,810,138.47	5,077,719.64
GOOD GOVERNANCE	0	420,930.81	22,222.20	437,012.79	880,165.80
LAND	3	1,220,118.55		583,062.67	1,803,181.22
SOCIAL DEVELOPMENT	1	1,188,737.56	15,432.08	2,281,085.77	3,485,255.41
SOCIAL INFRASTRUCTURE & CONNECTIVITY	3	1,028,150.51	13,388.89	2,225,362.51	3,266,901.91
Total general	16	6,063,280.67	1,390,114.67	7,336,662.21	14,790,057.55

TABLE 8: APPROVED ACTIVITIES – JULY 2014

Region	Component	Activity Name	Amount COP\$	Totals (USD)
CAUCA	TECHNICAL ASSISTANCE	APOYO A LA OPTIMIZACIÓN DE LA CADENA DE VALOR DEL CAFÉ EN LA REGIONAL CAUCA	\$3,404,186,678	\$1,891,214.82
TOLIMA	TECHNICAL ASSISTANCE	APOYO A LOS PROCESOS DE ACLARACIÓN DE DERECHOS Y ORDENAMIENTO DE LA PROPIEDAD EN EL TOLIMA	\$900,070,000	\$500,038.89
CAUCA	TECHNICAL ASSISTANCE	MEJORAR LAS CAPACIDADES SOCIALES DE ORGANIZACIONES DE PRODUCTORES EN LA REGIONAL CAUCA	\$916,500,000	\$509,166.67
CAUCA	TECHNICAL ASSISTANCE	FORMALIZACIÓN DE PREDIOS VINCULADOS A LAS CADENAS DE CAFÉ, PIÑA Y GULUPA EN LA REGIONAL CAUCA	\$1,058,214,285	\$587,896.77
CAUCA	TECHNICAL ASSISTANCE	MEJORAR LAS CONDICIONES DE CONECTIVIDAD EN MUNICIPIOS DE LA REGIONAL CAUCA	\$6,166,853,573	\$3,426,029
META	TECHNICAL ASSISTANCE	APOYO A LA CONECTIVIDAD DE LA REGIÓN DE LA MACARENA EN EL DEPARTAMENTO DEL META	\$26,857,587,619	\$14,920,882

META	TECHNICAL ASSISTANCE	DIVULGAR EL PIMA Y APOYAR SU ADOPCIÓN EN CINCO MUNICIPIOS DEL META	\$300,000,000	\$166,666.67
META	TECHNICAL ASSISTANCE	APOYO A MERCADOS Y DIVERSIFICACIÓN DE LA PRODUCCIÓN AGRARIA EN SEIS MUNICIPIOS DEL META	\$5,573,950,000	\$3,096,638.89
CAUCA	PRODUCTIVE ALLIANCE	ALIANZA PARA SOSTENIMIENTO Y COMERCIALIZACIÓN DE CAFÉ ESPECIAL EN CORINTO	\$1,197,720,120	\$665,400.07
CAUCA	TECHNICAL ASSISTANCE	APOYO A LA OPTIMIZACIÓN DE LA CADENA PRODUCTIVA DE PIÑA Y GULUPA EN SANTANDER Y TORIBÍO, CAUCA	\$3,113,673,863	\$1,729,818.81
CAUCA	PRODUCTIVE ALLIANCE	APOYO A LA ALIANZA PRODUCTIVA DE CAFÉ ESPECIAL, VARIEDAD CASTILLO, EN MIRANDA, CAUCA	\$1,032,410,000	\$573,561.11
META	PRODUCTIVE ALLIANCE	ALIANZA PRODUCTIVA CON ASOPIAPI PARA LA PRODUCCIÓN PISCÍCOLA EN JAULAS EN VISTA HERMOSA, META	\$639,424,000	\$355,235.56
Total			\$51,160,590,138	\$28,422,549.25

TABLE 9: APPROVED ACTIVITIES – AUGUST 2014

Region	Component	Activity Name	Total Amount	Total Amount USD\$
NATIONAL	ECONOMIC DEVELOPMENT	FORTALECIMIENTO ORGANIZACIONAL Y PRESTACIÓN DE SERVICIOS FINANCIEROS EN MUNICIPIOS DE CELI CENTRAL	\$781,018,415	\$433,899
NATIONAL	CROSS-CUTTING CONTRACTS	ESTRATEGIA DE COMUNICACIONES PARA APOYAR A LAS ACTIVIDADES DE CELI-CENTRAL	\$503,000,000	\$279,444
CAQUETA	SOCIAL INFRASTRUCTURE & CONNECTIVITY	APOYO A LAS LABORES DE ATENCIÓN DE LA EMERGENCIA VIAL EN CARTAGENA DEL CHAIRÁ, CAQUETÁ	\$191,750,000	\$106,528
Total			\$1,475,768,415	\$819,871

TABLE 10: APPROVED ACTIVITIES – SEPTEMBER 2014

Component	# of Activities	Approved Activity Amount	Public Amount USD	Private Amount USD	Total Amount USD\$
ECONOMIC DEVELOPMENT	1	\$230,419	-	-	\$230,419
SOCIAL INFRASTRUCTURE & CONNECTIVITY	1	\$16,666	\$44,930	-	\$61,597
Total	2	\$247,086	44,930	-	\$292,016

7.3 TOTAL CELI SPENDING

CELI Central spent a total of \$8,742,726 USD this quarter. Table 11 shows expenditures by budget line item.

TABLE 11: QUARTERLY EXPENDITURES BY BUDGET LINE ITEM

Item	July 2014 (USD)	August 2014 (USD)	September 2014 (USD)
Direct Labor	227,847	232,015	239,310
Fringe Benefits	88,891	87,906	76,696
Travel, Transportation and Per Diem	31,434	23,447	43,285
Allowances	22,851	20,933	25,273
Grants & Subcontracts	1,918,520	1,665,056	2,940,903
Equipment	238	603	551
Other Direct Costs	84,484	66,694	114,091
Indirect Costs	166,931	159,702	193,110
Fee	94,025	83,486	134,430
TOTAL (USD)	2,635,226	2,339,847	3,767,653

7.4 CONTRACTUAL INSTRUMENTS

During Q4, CELI-Central signed and started execution of 261 contracts for a total value of \$28,688,224. In Annex 1, there is a detailed list of all contracts and grants signed this quarter.

TABLE 12: CONTRACTUAL INSTRUMENTS SIGNED Q4 FY2014

Component	# Activities	Activity Value (COP)	Activity Value (USD)
Consultant Agreement	86	3,834,958,091	2,130,532
Contract	56	30,516,693,306	16,953,719
Fix Obligation Grant	6	1,270,813,351	706,007
Standard Grant	57	13,250,568,334	7,361,427
In-Kind Grant	54	2,676,067,612	1,486,704
Purchase Order	2	89,702,200	49,835
Total	261	51,638,802,894	28,688,224

7.5 HUMAN RESOURCES

This quarter, CELI-Central hired specialists in social and community development for their Cauca and Caquetá regional offices, as well as a monitoring and evaluation specialist and a field professional for the Cauca office. The team in Bogotá welcomed two new administrative assistants, and contracts and donations, and communications specialists.

8 ANNEXES

8.1 ANNEX I – MONITOR REPORT ON INDICATORS AS OF JULY 2014

8.2 ANNEX II – CONTRACTUAL INSTRUMENTS SIGNED DURING Q4

CELI-Central has signed 58 contractual instruments during Q4 2014, for a total amount of \$7,071,060. Table details all contractual instruments signed during this reporting period.

Award Code	Award Type	Corridor	Activity List	Agreement Scope	Party Name	Amount (COP\$)	Amount (USD\$)	Start Date	End Date	Award Status
TT-ARD-CCE-514-CNT-00163	Consultant Agreement	TOLIMA	GOB-02525-13	Coordinador General con experiencia Planeación, Política Pública, Formulación de Proyectos	GUTIERREZ ROZO, ALBA LUCIA	\$61,680,000	\$34,267	Aug 01, 2014	Jul 31, 2015	In Execution
TT-ARD-CCE-514-CNT-00781	Consultant Agreement	NACIONAL	CCE-02644-14	FORTALECIMIENTO DE CAPACIDADES PARA EL DESARROLLO RURAL META	ELEONORA TOBAR VARGAS	\$20,160,032	\$11,200	Sep 11, 2014	Sep 11, 2015	In Execution
TT-ARD-CCE-514-CNT-00967	Consultant Agreement	TOLIMA	GOB-02525-13	Contratación consultor Técnico de Campo para Planes de Retorno 1	MONTOYA RIVERA, ANDRES MAURICIO	\$4,600,000	\$2,556	Aug 01, 2014	Sep 30, 2014	In Closeout
TT-ARD-CCE-514-CNT-00969	Consultant Agreement	META	LND-02321-12	"Apoyo a la Implementación de la Fase Administrativa del Proceso de Restitución y Formalización de Tierras Despojadas y Abandonadas Forzosamente en el Departamento del Meta." LND -2321	MONTENEGRO RIVEROS, ELIECER JULIAN	\$15,997,063	\$8,887	Jul 11, 2014	Oct 21, 2014	In Execution
TT-ARD-CCE-514-CNT-00970	Consultant Agreement	META	LND-02321-12	APOYO LOGÍSTICO A LA UNIDAD DE RESTITUCIÓN EN META-John Carlos Giraldo Corredor	GIRALDO CORREDOR, JOHN CARLOS	\$13,333,333	\$7,407	Jul 07, 2014	Oct 07, 2014	In Execution
TT-ARD-CCE-514-CNT-00971	Consultant Agreement	TOLIMA	GOB-02525-13	Contratación consultor Técnico de Campo para Planes de Retorno 2	MARISOL CRUZ RODRIGUEZ	\$4,600,000	\$2,556	Aug 01, 2014	Sep 30, 2014	In Closeout
TT-ARD-CCE-514-CNT-00986	Consultant Agreement	NACIONAL	ED-02641-13	Contrato experto en Microfinanzas	PEDRO FRANCISCO FLOREZ DURAN	\$40,311,000	\$22,395	Sep 22, 2014	Jun 22, 2015	In Execution
TT-ARD-CCE-514-CNT-00987	Consultant Agreement	NACIONAL	LND-02590-13	APOYO IMPLEMENTACIÓN SISTEMA DE GESTIÓN DE INFORMACIÓN PARA EL INCODER.	OSCAR MAURICIO CORTES PINZÓN	\$48,000,000	\$26,667	Sep 15, 2014	Mar 13, 2015	In Execution
TT-ARD-CCE-514-CNT-01087	Consultant Agreement	TOLIMA	GOB-02525-13	Contratación de un consultor Generación de Ingresos	ALVARO FRANCISCO USECHE PERDOMO	\$48,240,000	\$26,800	Aug 01, 2014	Jul 31, 2015	In Execution
TT-ARD-CCE-514-CNT-01120	Consultant Agreement	TOLIMA	GOB-02525-13	Contratación de un consultor Infraestructura Social	OLGA CARREÑO BARAJAS	\$48,240,000	\$26,800	Aug 01, 2014	Jul 31, 2015	In Execution
TT-ARD-CCE-514-CNT-01121	Consultant Agreement	TOLIMA	GOB-02525-13	Contratación de un consultor de Planeación y Políticas Públicas 1	DIANA MARCELA MORENO TRIANA	\$36,240,000	\$20,133	Aug 14, 2014	Aug 13, 2015	In Execution
TT-ARD-CCE-514-CNT-01155	Consultant Agreement	TOLIMA	GOB-02525-13	Contratación de un consultor de Planeación y Políticas Públicas 2	NOHORA ELIANA ALMARIO CUARTAS	\$36,240,000	\$20,133	Aug 14, 2014	Aug 13, 2015	In Execution
TT-ARD-CCE-514-CNT-01195	Consultant Agreement	NACIONAL	CCE-02644-14	Fortalecimiento de capacidades para el Desarrollo Rural	LEON VARGAS, URIEL	\$19,380,000	\$10,767	Aug 01, 2014	Nov 30, 2014	In Execution
TT-ARD-CCE-514-CNT-01200	Consultant Agreement	NACIONAL	CCE-02644-14	Fortalecimiento de capacidades para el desarrollo rural	RAMIREZ USME, NATALIA	\$22,080,000	\$12,267	Aug 20, 2014	Dec 19, 2014	In Execution
TT-ARD-CCE-514-CON-00910	Contract	META	ED-02635-13	Contrato para "Realización de los estudios y diseños para dos (2) casetas de acopio veredal de leche en el municipio de Vistahermosa y dos (2) centros de acopio lechero para los municipios de Uribe y la Macarena – Meta".	DELLOS CONSTRUCCIONES SA	\$41,700,000	\$23,167	Jul 25, 2014	Sep 24, 2014	In Execution
TT-ARD-CCE-514-CON-00920	Contract	NACIONAL	CCE-02644-14	FORTALECIMIENTO DE CAPACIDADES PARA EL DESARROLLO RURAL	CORREDOR RIOS, ARMANDO	\$24,000,000	\$13,333	Aug 01, 2014	Nov 30, 2014	In Execution
TT-ARD-CCE-514-CON-00934	Contract	META	SI-02504-13	FORTALECIMIENTO DE LOS PROCESOS DE DESARROLLO RURAL EN EL NUCLEO NVO PROGRESO EN SAN JUAN DE ARAMA	PROYECTAR INGENIERIA LTDA.	\$347,532,798	\$193,074	Jul 15, 2014	Nov 14, 2014	In Execution

TT-ARD-CCE-514-CON-00937	Contract	CAUCA	LND-02667-14	ACTUALIZACION CATASTRAL MUNICIPIO TORIBIO CAUCA	TOPOGRAFIA Y AMBIENTES GRAFICOS SAS, TOPOGRAFIA Y AMBIENTES GRAFICOS S.A.S	\$70,000,000	\$38,889	Jul 08, 2014	May 30, 2015	In Execution
TT-ARD-CCE-514-CON-00939	Contract	CAQUETA	GOB-02636-13	FORTALECIMIENTO INSTITUCIONAL Y PREINVERSIÓN EN PROYECTOS DE ACUEDUCTO Y ALCANTARILLADO EN CAQUETA	INGEAGUAS SAS	\$718,300,000	\$399,056	Jul 14, 2014	Feb 13, 2015	In Execution
TT-ARD-CCE-514-CON-00953	Contract	CAQUETA	SI-02545-13	MEJORAMIENTO DE LA VÍA DE ACCESO A LA UNIÓN PENEYA, LA MONTAÑITA, CAQUETA	ARA INGENIERIA	\$850,000,000	\$472,222	Aug 25, 2014	Apr 24, 2015	In Execution
TT-ARD-CCE-514-CON-00965	Contract	META	ED-02679-14-06	APOYO A MERCADOS Y DIVERSIFICACIÓN DE LA PRODUCCIÓN AGRARIA EN SEIS MUNICIPIOS DEL META	TRACTUS SAS	\$266,450,000	\$148,028	Jul 23, 2014	Jul 22, 2015	In Execution
TT-ARD-CCE-514-CON-01076	Contract	NACIONAL	SI-02652-14	consultor nacional GESTIÓN EN VÍAS TERCARIAS Y APOYO ESPECIALIZADO EN INFRAESTRUCTURA SOCIAL	DUQUE SANABRIA, CARLOS ANDRES	\$28,000,000	\$15,556	Jul 01, 2014	Nov 30, 2014	In Execution
TT-ARD-CCE-514-CON-01107	Contract	CAQUETA	ED-02651-14-03	Estudio de preinversión fortalecimiento Red de Frio en Caquetá	FUNDACION PARA EL DESARROLLO LATINOAMERICANO	\$168,020,000	\$93,344	Jul 22, 2014	Dec 22, 2014	In Execution
TT-ARD-CCE-514-CON-01108	Contract	CAQUETA	SI-02651-14-04	Estudios y diseños de Pavimentación de la vía San Vicente - Campohermoso	MEYANS.A.	\$438,780,672	\$243,767	Jul 14, 2014	Dec 12, 2014	In Execution
TT-ARD-CCE-514-CON-01109	Contract	CAQUETA	SI-02651-14-04	Estudios y Diseños de línea derivada de la interconexión eléctrica en baja tensión para ramales - Estudios y Diseños Electrificación.	INGENIERIA Y MONTAJES SAS	\$147,400,000	\$81,889	Sep 02, 2014	Feb 01, 2015	In Execution
TT-ARD-CCE-514-CON-01111	Contract	CAQUETA	ED-02651-14-01, ED-02651-14-02, ED-02651-14-03, GOB-02651-14-06	Asistencia técnica Caucho, Cacao, Silvopastoril CMDR	GRUPO BIZ COLOMBIA S.A.S	\$1,835,377,600	\$1,019,654	Sep 17, 2014	Sep 16, 2015	In Execution
TT-ARD-CCE-514-CON-01129	Contract	META	SD-02679-14-05	GENERACIÓN DE DESTREZAS Y HABILIDADES EN ASOCIACIONES DE PRODUCTORES DEL META	PROINAGRO DEL LLANO	\$1,231,500,000	\$684,167	Aug 19, 2014	Aug 18, 2015	In Execution
TT-ARD-CCE-514-CON-01140	Contract	TOLIMA	GOB-02658-14-02	FORTALECIMIENTO DE LA PARTICIPACION CIUDADANA PARA LA GOBERNABILIDAD RURAL	UNIVERSIDAD DE IBAGUE	\$708,623,696	\$393,680	Aug 19, 2014	Aug 18, 2015	In Execution
TT-ARD-CCE-514-GRA-00909	Standard Grant	META	ED-02635-13	La actividad se enmarca en el pilar de Integración Territorial de la Política de Consolidación, en su objetivo de Reconstrucción progresiva de la base productiva regional. Surge como respuesta al diagnóstico encontrado en los talleres veredales. Consiste en mejorar la cadena de comercialización de la producción láctea, mediante la implementación y ampliación de procesos de temperatura controlada (Red de frío), generando valor agregado. En el municipio de Uribe se construirá un Centro de Acopio con la asociación Asogaurre; en Mesetas se ampliará la capacidad de frío para conformar un Centro Logístico con la asociación Agrolecheros; en Vistahermosa se construirán dos centros de acopio satélite con la asociación Asoproguéjar; en los municipios de Puerto Rico y San Juan de Arama se ampliará la capacidad de enfriamiento a las asociaciones Agroariari y Fénix del Ariari; y en Macarena se establecerán cinco centros de acopio satélite con grupos asociativos de la zona de Cristalina y San Juan de Losada.	ASOPEPROC-ASOCIACION DE PEQUEÑOS PRODUCTORES DE LA CRISTALINA DE LOZADA	\$172,500,000	\$95,833	Sep 05, 2014	Sep 04, 2015	In Execution
TT-ARD-CCE-514-GRA-00947	Standard Grant	TOLIMA	ED-02658-14-01	ASISTENCIA TECNICA PARA LA IMPLEMENTACIÓN DE ESTRUCTURA POS COSECHA PARA BENEFICIO HÚMEDO Y SECO ACORDE A LAS NECESIDADES DE LOS BENEFICIARIOS	COMITE TOLIMA, FEDERACION NACIONAL DE CAFETEROS DE COLOMBIA	\$370,448,136	\$205,805	Aug 21, 2014	Aug 20, 2015	In Execution
TT-ARD-CCE-514-GRA-00966	Standard Grant	META	ED-02679-14-06	APOYO A MERCADOS Y DIVERSIFICACIÓN DE LA PRODUCCIÓN AGRARIA EN SEIS	CAFEMASU, ASOCIACION DE CAFETEROS	\$388,000,000	\$215,556	Sep 02, 2014	Sep 01, 2015	In Execution

				MUNICIPIOS DEL META- CAFE MASU	DE LA MACARENA Y SUMAPAZ					
TT-ARD-CCE-514-GRA-00968	Standard Grant	META	ED-02679-14-06	APOYO A MERCADOS Y DIVERSIFICACIÓN DE LA PRODUCCIÓN AGRARIA EN SEIS MUNICIPIOS DEL META- ASOCAFEURMET	ASOCAFEURMET	\$194,000,000	\$107,778	Aug 19, 2014	Aug 18, 2015	In Execution
TT-ARD-CCE-514-GRA-01123	Standard Grant	TOLIMA	SI-02658-14-03	MEJORAMIENTO VIA LA YEEE - EL PORVENIR - QUEBRANDO DEL MUNICIPIO DE RIOBLANCO	JUNTA DE ACCION COMUNAL VEREDA EL PORVENIR	\$179,995,000	\$99,997	Jul 30, 2014	Dec 17, 2014	In Execution
TT-ARD-CCE-514-GRA-01128	Standard Grant	TOLIMA	SI-02658-14-03	MEJORAMIENTO VIA CHAPARRAL - BRAZUELO - CALARMA DEL MUNICIPIO DE CHAPARRAL	JUNTA DE ACCION COMUNAL DE LA VEREDA RISALDA CALARMA CHAPARRAL	\$179,972,760	\$99,985	Aug 08, 2014	Jan 07, 2015	In Execution
TT-ARD-CCE-514-GRA-01132	Standard Grant	TOLIMA	SI-02658-14-03	MEJORAMIENTO VIA PLANADAS - EL RUBI DEL MUNICIPIO DE PLANADAS	JUNTA DE ACCION COMUNAL DE LA VEREDA EL RUBY	\$179,990,000	\$99,994	Jul 18, 2014	Dec 17, 2014	In Execution
TT-ARD-CCE-514-GRA-01133	Standard Grant	TOLIMA	SD-02658-14-04	FORTALECIMIENTO DEL CAPITAL SOCIAL DE LAS FAMILIAS Y ASOCIACIONES RURALES DEL SUR DEL TOLIMA	CPT, CENTRO DE PRODUCTIVIDAD Y DESARROLLO DEL TOLIMA	\$486,024,200	\$270,013	Sep 17, 2014	Sep 30, 2015	In Execution
TT-ARD-CCE-514-GRA-01135	Standard Grant	TOLIMA	SD-02658-14-04	ASISTENCIA TÉCNICA EN BUENAS PRÁCTICAS AGRÍCOLAS, AMBIENTALES Y DE SALUD PARA LAS FAMILIAS TRABAJADORAS	COOPERATIVA DE CAFICULTORES DEL SUR DEL TOLIMA LTDA CAFISUR	\$827,811,968	\$459,896	Sep 17, 2014	Sep 16, 2015	In Execution
TT-ARD-CCE-514-GRA-01141	Standard Grant	TOLIMA	GOB-02658-14-02, SI-02658-14-05	FORTALECIMIENTO DE LA PARTICIPACIÓN CIUDADANA PARA LA GOBERNABILIDAD RURAL Y MEJORAMIENTO DE LA OFERTA DE SANEAMIENTO BÁSICO Y AGUA POTABLE EN LA VEREDA POLECITO DEL MUNICIPIO DE ATACO - TOLIMA	JAC VEREDA POLECITO	\$60,000,000	\$33,333	Sep 15, 2014	Jan 14, 2015	In Execution
TT-ARD-CCE-514-GRA-01157	Standard Grant	CAUCA	ED-02672-14-01	brindar asistencia técnica con elementos sociales, productivos y ambientales para el mejoramiento de los medios de vida de las comunidades rurales de los 7 municipios de Consolidación de Cauca y Valle del Cauca, generando espacios de convivencia alrededor de la actividad productiva de café y cultivos asociados y vinculando a las mujeres y los jóvenes como miembros importantes dentro la actividad. Entendiendo que la apropiación de herramientas y formas metodológicas de organización, formalización de la propiedad, mejoras de habitabilidad, conectividad y aumentos de la productividad, aplicados todos en sistemas de agricultura familiar se constituyen como medios de vida de las Comunidades Rurales de los departamentos de Valle y Cauca.	COMITE CAFETEROS CAUCA, FEDERACIÓN NACIONAL DE CAFETEROS DE COLOMBIA	\$473,582,000	\$263,101	Aug 15, 2014	Oct 30, 2015	In Execution
TT-ARD-CCE-514-GRA-01158	Standard Grant	CAUCA	ED-02672-14-01	brindar asistencia técnica con elementos sociales, productivos y ambientales para el mejoramiento de los medios de vida de las comunidades rurales de los 5 municipios de Consolidación de Cauca, generando espacios de convivencia alrededor de la actividad productiva de café y cultivos asociados y vinculando a las mujeres y los jóvenes como miembros importantes dentro la actividad. Entendiendo que la apropiación de herramientas y formas metodológicas de organización, formalización de la propiedad, mejoras de habitabilidad, conectividad y aumentos de la productividad, aplicados todos en sistemas de agricultura familiar se constituyen como medios de vida de las Comunidades Rurales del departamento de Cauca.	COMITE CAFETEROS CAUCA, FEDERACIÓN NACIONAL DE CAFETEROS DE COLOMBIA	\$962,980,728	\$534,989	Aug 16, 2014	Oct 30, 2015	In Execution
TT-ARD-CCE-514-GRA-01196	Standard Grant	META	ED-02696-14	ALIANZA PRODUCTIVA CON ASOPIAPI PARA LA PRODUCCIÓN PISCICOLA EN JAULAS EN VISTA HERMOSA, META	ASOPIAPI, ASOPIAPI	\$191,470,000	\$106,372	Sep 11, 2014	Sep 10, 2015	In Execution
TT-ARD-CCE-514-IGK-00788	In-Kind Grant	CAUCA	SI-02607-13	Construir rampas de acceso puente vehicular sobre la quebrada el Guanabano, vereda La Fortuna, para Mejorar la seguridad vial, la	ALCALDIA MUNICIPAL DE MIRANDA CAUCA	\$79,906,800	\$44,393	Aug 11, 2014	Dec 31, 2014	In Execution

				comunicación y el intercambio comercial entre las 5 veredas y Mejorar las vías que comunican las veredas Santa Rita, La Arrinconada, Loma del medio y Chontaduro, del municipio de Santander de Quilichao						
TT-ARD-CCE-514- IKG-00974	In-Kind Grant	META	SD- 02627 -13	Apoyar la implementación del programa entorno protector del municipio de Vista Hermosa.	MUNICIPIO DE VISTA HERMOSA	\$2,500,000	\$1,389	Aug 06, 2014	Sep 30, 2014	In Execution
TT-ARD-CCE-514- IKG-00975	In-Kind Grant	META	SD- 02627 -13	Apoyar la implementación del programa entorno protector del municipio de Uribe	ALCALDIA DE URIBE	\$2,500,000	\$1,389	Aug 06, 2014	Sep 30, 2014	In Execution
TT-ARD-CCE-514- IKG-00976	In-Kind Grant	META	SD- 02627 -13	Apoyar la implementación del programa entorno protector del municipio de San Juan de Arama	MUNICIPIO SAN JUAN DE ARAMA	\$2,500,000	\$1,389	Aug 06, 2014	Sep 30, 2014	In Execution
TT-ARD-CCE-514- IKG-00977	In-Kind Grant	META	SD- 02627 -13	Apoyar la implementación del programa entorno protector del municipio de Mesetas	MUNICIPIO DE MESETAS	\$2,500,000	\$1,389	Aug 06, 2014	Sep 30, 2014	In Execution
TT-ARD-CCE-514- IKG-00978	In-Kind Grant	META	SD- 02627 -13	Apoyar la implementación del programa entorno protector del municipio de La Macarena	MUNICIPIO DE LA MACARENA	\$2,500,000	\$1,389	Aug 06, 2014	Sep 30, 2014	In Execution
TT-ARD-CCE-514- IKG-01113	In-Kind Grant	CAQUETA	ED- 02651 -14-03	Sistemas Silvopastoriles y Fortalecimiento Cadena de Valor	COMITE DEPARTAMENT AL DE GANADEROS DEL CAQUETÁ	\$19,000,000	\$10,556	Aug 01, 2014	Nov 28, 2014	In Execution
TT-ARD-CCE-514- IKG-01144	In-Kind Grant	CAQUETA	ED- 02651 -14-03, GOB- 02651 -14-06	Sistemas Silvopastoriles y Fortalecimiento Cadena de Valor	CORPORACIÓN PARA EL DESARROLLO SOSTENIBLE DEL SUR DE LA AMAZONIA COLOMBIANA	\$154,171,072	\$85,651	Jul 31, 2014	Mar 02, 2015	In Execution
TT-ARD-CCE-514- IKG-01150	In-Kind Grant	CAQUETA	ED- 02651 -14-02, ED- 02651 -14-03	SUMINISTRO DE ELEMENTOS ACTIVIDAD INTEGRAL	MUNICIPIO DE PUERTO RICO	\$151,242,050	\$84,023	Aug 29, 2014	Mar 31, 2015	In Execution
TT-ARD-CCE-514- IKG-01152	In-Kind Grant	CAQUETA	ED- 02651 -14-01, ED- 02651 -14-03	SUMINISTRO DE ELEMENTOS ACTIVIDAD INTEGRAL	MUNICIPIO DE LA MONTAÑITA	\$110,764,440	\$61,536	Aug 27, 2014	Mar 31, 2015	In Execution
TT-ARD-CCE-514- IKG-01183	In-Kind Grant	CAUCA	SI- 02606 -13, SI- 02607 -13	DESCRIPTION OF ACTIVITY Construir el puente vehicular sobre la quebrada el Guanabano, vereda La Fortuna, para Mejorar la seguridad vial, la comunicación y el intercambio comercial entre las 5 veredas y Mejorar las vías que comunican las veredas Santa Rita, La Arrinconada, Loma del medio y Chontaduro, del municipio de Santander de Quilichao, a través de la construcción de 15 alcantarillas, mejoramiento del afirmado, cuneteo, rocería, limpieza de alcantarillas Nota: Este Acuerdo de Donacion en Especie hace parte de las fichas técnicas aprobadas para el desarrollo de las Actividades: SI-2607-13 "Mejores Condiciones de Conectividad en veredas de Miranda y Santander de Quilichao, Cauca" y SI-2606-13 "Pre-inversión y mejoramiento de entornos protectores, en Miranda y Santander de Quilichao, Cauca".	MUNICIPIO SANTANDER DE QUILICHAO	\$225,485,405	\$125,270	Aug 11, 2014	Dec 31, 2014	In Execution
TT-ARD-CCE-514- IKG-01207	In-Kind Grant	CAUCA	ED- 02608 -13	Donación equipo de computo e impresora apoy CMDR	DEPARTAMENT O DEL CAUCA, DEPARTAMENT O DEL CAUCA	\$2,213,000	\$1,229	Sep 11, 2014	Sep 30, 2014	In Execution
TT-ARD-CCE-514- IKG-01208	In-Kind Grant	CAUCA	ED- 02608 -13	Donación computador e impresora Municipio de Caloto apoyo CMDR	MUNICIPIO DE CALOTO	\$2,213,000	\$1,229	Sep 12, 2014	Sep 30, 2014	In Execution
TT-ARD-CCE-514- IKG-01209	In-Kind Grant	CAUCA	ED- 02608 -13	Aporte en bienes computador e impresora Mun Florida en apoyo a los CMDR	MUNICIPIO DE FLORIDA	\$2,213,000	\$1,229	Sep 12, 2014	Sep 30, 2014	In Execution
TT-ARD-CCE-514- IKG-01210	In-Kind Grant	CAUCA	ED- 02608 -13	DONACION COMPUTADOR E IMPRESORA MUN TORIBIO APOYO CMDR	MUNICIPIO DE TORIBIO	\$2,213,000	\$1,229	Sep 12, 2014	Sep 30, 2014	In Execution
TT-ARD-CCE-514- IKG-01211	In-Kind Grant	CAUCA	ED- 02608 -13	Donación de computador e impresora como apoyo CMDR	MUNICIPIO DE PRADERA	\$2,213,000	\$1,229	Sep 15, 2014	Sep 30, 2014	In Execution
TT-ARD-CCE-514- IKG-01212	In-Kind Grant	CAUCA	ED- 02608 -13	Donación equipo de computo e impresora apoyo CMDR	MUNICIPIO DE CORINTO	\$2,213,000	\$1,229	Sep 15, 2014	Sep 30, 2014	In Execution
58 Agreements						\$12,727,908,753	\$7,071,060			

